2015-2016 APPLICATION FOR RESORT TAX FUNDS

As required by law, an applicant must be a legal entity formed under the laws of the State of Montana. The applicant must be "an entity" that is capable of both "legally and practically" carrying out the purpose of the appropriation and located within the resort area district. The applicant must be a governmental unit, corporation or limited partnership with the capability of being legally bound by the Appropriation Agreement.

The purpose of the appropriation request must be within the purposes of the District's Legal Ordinance NO. 98-01 (posted online: www.ResortTax.org), as amended, and must benefit the community at large, and not a single person, organization or corporation.

INSTRUCTIONS:

- For new requests and rollover requests, use the forms provided. Do not use your own format; do not change the applications.
- The application must be signed by the governing Board Chair or Officer of the applicant organization. If funded, the governing Board Chair or Officer must also sign the Contract.
- The applicant must appoint an Applicant Representative whom the applicant's governing Board Chair or Officer deems capable of representing the application during the Appropriation process.
- Please provide seven (7) complete copies of each application. Provide concise answers on two-sided, white, 3-hole punched, 8½ x 11 paper. Staple each copy in the upper left corner. Do not submit copies in folders, binders, etc. Do not include extra materials. In addition, provide a PDF copy of the signed application to Info@ResortTax.org.
- Incomplete applications may not be considered for funding. It is the applicant's responsibility to provide all information requested in the proper format.
- Questions? Contact: Whitney Brunner, Administrative Officer (406) 995-3234, Info@ResortTax.org

APPLICATION DEADLINE: Monday, April 6, 2015 3:00 p.m.

- Applications must be received (not postmarked) by the deadline or they will not be considered.
- Applications will be date and time stamped when received at the resort tax office. Applications will be addressed at the Question and Answer Session in the order in which they were received at the resort tax office.

Mail applications to:
Big Sky Resort Area District
PO Box 160661
Big Sky, MT 59716

Drop off applications at:
11 Lone Peak Drive, Suite 204
Town Center, Big Sky, MT

QUESTION & ANSWER: Wednesday, May 13, 2015 1:00 p.m.

APPROPRIATIONS MEETING: Wednesday, June 10, 2015 1:00 p.m.

- To be held in the Big Sky Chapel Community Room, 510 Little Coyote Road, Big Sky, MT.
- The Applicant Representative must be present to answer questions regarding the application. Applicants that do not have a representative present at the meetings may not be considered for funding.
- The public is welcome at all meetings and will be given the opportunity to comment on the applications.

RESORTTAX
— BUILDING BIG SKY SINCE 1992 —

2015-2016 APPLICATION FOR RESORT TAX FUNDS

PLEASE NOTE:

Permitting: All applicants are responsible for securing any necessary permits for proposed projects.

Bidding Policy: Resort Tax Board policy states that project line items exceeding $50,000 are required to get two bids. If the lowest bidder is not accepted, the entity is to provide a written explanation to the Resort Tax Board.

Alcohol Policy: It is the Big Sky Resort Area District Board's policy to not use resort tax funds to provide for the consumption of alcohol. This policy is applicable for active board members and employees of Big Sky Resort Area District and its appropriation funded entities.

Appropriation funded entities are responsible for adherence to this policy and failure to do so may result in the entity being required to return resort tax funds previously paid or termination of unspent resort tax funds.

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2015-2016 APPLICATION FOR RESORT TAX FUNDS

Applicant's Official Name: Friends of Big Sky Education dba Warren Miller Performing Arts Center

Project Name: Warren Miller Performing Arts Center 15/16 Winter Season and Big Sky Conservatory '15

Project Start Date: July 5th, 2015 **Project Completion Date:** March 26th, 2016

Representative: Loren Bough & John Zirkle

Address: P.O. Box 160633, Big Sky, MT 59716

Telephone: 406-995-6345 **Email:** johnzirkle@gmail.com

Total Funds Requested $ 101,800

State your estimated payment request schedule for the coming year; amounts should total funds requested. Please enter dollar amounts.

	July '15	Aug '15	Sep '15	Oct '15	Nov '15	Dec '15
Payment Request $	87,000					14,800
	Jan '16	**Feb '16**	**Mar '16**	**Apr '16**	**May '16**	**Jun '16**
Payment Request $						

I certify that the application and its attachments are correct to the best of my knowledge.

Signature

President
Title (Board Chair or Governing Officer)

Loren Bough
Printed Name

4/1/15
Date

RESORTTAX
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2015-2016 APPLICATION FOR RESORT TAX FUNDS

1) Provide a description of the entity and the Mission Statement.
State the entity's tax status/legal identity and when it was initiated.
What is the personnel makeup of your office; specifically how many are employees, how many are contractors and what are their duties? What is the full time equivalent (FTE) of each: ¼ , ½, ¾ or full time?
Unless previously provided to the resort tax office, please include a copy of the Articles of Incorporation.
(200 words max)

Friends of Big Sky Education is a non-profit 501(c)(3) foundation formed in 2004. FOBSE is organized exclusively for charitable purposes that focus on education of Big Sky students and community. The purpose of the Friends of Big Sky Education is to enhance and support the education of Big Sky students and the Big Sky community, including cultural education and entertainment.

The mission of the Warren Miller Performing Arts Center is to establish and maintain a clear and stable artistic infrastructure to grow a community of confident performers and inspired audiences. The Warren Miller Performing Arts Center (WMPAC) is a collaborative initiative of the Big Sky School District #72, the Friends of Big Sky Education (FOBSE), and the Big Sky community.

Our Vision is to:

PRESENT GREAT ART: We will provide an optimal environment for both performers and audiences.

INSPIRE OUR AUDIENCES: We will move people with innovative, diverse, and virtuosic programming.

CREATE NEW PERFORMANCE ART: In the spirit of the West, we will encourage and promote freedom and adventure within the performance arts.

There are no official employees of the WMPAC. Friends of Big Sky Education dba the Warren Miller Performing Arts Center currently funds one Artistic Director at ½ FTE through the Big Sky School District, and a part-time Box-Office Manager on an independent contractor basis that amounts to less than 200 hours of work during the Winter Season. Additional contracted services for the Warren Miller Performing Arts Center include grant and development support, accounting, bookkeeping, and marketing support. The WMPAC also has a tremendous base of volunteer support, from Advisory Board members, to adult ushers, and a strong High School docent program.

2) Provide a complete description of the project(s). Include the project(s) purpose, goals and objectives. For each project provide measurable objectives, i.e. how you will do something and in what timeframe. The information provided here should be specific regarding what the entity is requesting to be funded by resort tax. If requesting funds for Operations, identify the categories and assign a dollar amount (salaries, software, etc.) If permits are required, please specify what permits are required and what projects they apply to. Please be succinct.

The Warren Miller Performing Arts Center is quickly becoming one of the state's most recognized cultural institutions for its innovative and inspiring programming, as well as its beautiful interior, superior acoustics, and optimal experience for arts patrons. Critical to the success of the WMPAC is a world-class Winter Season that synchronizes with the seasonal nature of Big Sky, as well as a strong summer educational program of action that

embodies the highest standards of artistic excellence. The simplest way to understand the operational trajectory of the WMPAC is to look at the programming as a seasonal binary: We present in the Winter, and we create in the Summer.

(1.) THE 2015/16 WINTER SEASON AT WMPAC – December 30th, 2015 – March 26th, 2016
Riding on the momentum of the first two seasons at WMPAC, the 2015/16 Winter Season boasts a roster of world-class artists from various disciplines. Following the formula of diverse, adventurous programs, and internationally-recognized performing artists, the 2015/16 Season is sure to inspire the Big Sky Community in new and innovative ways. It will continue to enrich the lives of full time residents, while encouraging regional and destination tourists to experience all that Big Sky has to offer. The season will also bring in patrons from around the state to enjoy unprecedented arts offerings that up to this point have not been presented before in Montana.

Specifically, the season is comprised of 9 world-class acts that range in their disciplines, from adrenaline-filled Architecture in Motion, to the world-renowned Kronos Quartet, hailed as one of the greatest string quartets on the planet. In addition, the season will feature unique programming from many of the country's most respected arts hubs and from around the world. The line-up is:

Wednesday, December 30th – Manual Cinema (A subtle nod to our namesake, Warren Miller)
Saturday, January 9th – NPR's *Selected Shorts* (Established Actors Telling Stories Live)
Saturday, January 16th – So Percussion (Carnegie-Hall Bound Percussion Ensemble)
Saturday, January 23rd – Diavolo (Architecture in Motion, Dance Theatre)
Friday, February 12th – Kronos Quartet (Quite Possibly the World's Most Famous String Quartet)
Saturday, February 26th – The Dybbuk (Israeli Multimedia Chamber Opera)
Saturday, March 5th – Mummenschanz (Really. Big. Puppets)
Saturday, March 19th – James Sewell Ballet (Big Sky's New Resident Ballet Ensemble)
Saturday, March 26th – Jitro Czech Girls' Choir (Choral Olympians)

The Warren Miller Performing Arts Center is asking the Resort Tax to assist in funding world-class artists' Big Sky performances while maintaining an affordable ticket price that keeps excellent arts offerings accessible to all of the Big Sky Community's residents. According to statista.com, the average ticket price was $33.16 in 2013 for American non-profit theaters, while the Warren Miller Performing Arts Center's average ticket is $32.24 for the 15/16 Winter Season. We believe that keeping this average in line with the national average is critical to the success of our burgeoning cultural vision in Big Sky. In order to sustain our budget and to maintain this ticket price and the caliber of arts that have come to be expected at the WMPAC, we must seek sponsorships, individual donations, in-kind donations, and a Resort Tax appropriation.

The projections for the 2015/16 Winter Season are based off the limited baseline data from our two-year operating history. Income is broken down in to the following key areas: 25.8% Resort Tax, 20.8% Individual Donations, 7.4% Corporate Sponsorships, 4.5% Grants, 21.5% Ticket Revenue, and 20% In-Kind Donations. We find this budget to be well-balanced, and we have found that the sustained individual donations are healthy and exemplify the strong local support for the Warren Miller Performing Arts Center's vision.

As the WMPAC believes that content should come first, the intent of the Resort-Tax funding is to go directly towards the performance contracts with the individual artists. We believe that as the years progress, it is the responsibility of the operational side of WMPAC to seek out more efficient mechanisms to fund the marketing and administrative side of the operations. Now entering its 3rd year, the WMPAC already boasts a budget that is 77%

programming, 10% marketing, and 13% administrative. The Artistic Director wears many hats, and the budgeting philosophy is that artists and programs come first, marketing 2nd, and administrative 3rd. The total amount that the WMPAC is asking for Resort Tax on the 15/16 Season is **$86,800** to keep world-class arts offerings affordable and exciting for the entire region. The total projected cost of the programming arm of the 2015/16 Winter Season Budget is **$259,219.65**, which would mean that the Resort Tax Appropriation would cover 33.5% of the Programming Budget, down from 35% in the 14/15 Season. With Marketing and Administrative costs added in, the total budgeted expense for the season is **$335,994.65**, which in turn yields a Resort Tax percentage of 25.8%, which is down from 31% in the 14/15 Season.

(2.) BIG SKY CONSERVATORY 2015 – July 5th – August 2nd, 2015

The Big Sky Conservatory is the next stage in WMPAC's evolution as a viable cultural institution in Big Sky. As the Winter Season develops a sustainable reputation, the Big Sky Conservatory is the first major step towards a world-class arts education and summer residency for talented young adults and established professional arts organizations around the country. The Conservatory combines a platform for new work, an environment in which students and professionals work alongside each other in a milieu of artistic excellence, and a performance component for the wide community.

In the summer of 2015, the Big Sky Conservatory will present three residencies that embody the diverse nature of programming that has been established in the prior Winter Seasons. Student artists and professionals will work alongside each other to create new work that is inspired by the surroundings in Big Sky. Additionally, the new work will go on to tour throughout the country and be recognized as originating in Big Sky. For example, the original Ballet "Silk Road," which was created by James Sewell Ballet last summer, went on to be featured at the Heinz Poll Festival in Akron Ohio as well as Minneapolis at the Cowles Center. In each environment, James Sewell announced that the piece was created in Big Sky both verbally and in the program. This type of brand dissemination can only benefit the Big Sky Community and assist in incentivizing destination tourists to come for the myriad opportunities presented here.

The Twin Sky Dance Intensive (July 5th – 18th) is a two-week high-altitude training and performance experience for aspiring dancers of the highest caliber and a career development opportunity for dance professionals. Members of the James Sewell Ballet will work with young, talented dancers from around the Northern Rockies and the Midwest, and will stage a production at the end of the intensive for the Big Sky community.

The Big Sky Choral Initiative (July 19th – 25th) is a professional vocal training program in a six-day immersion in postmodern choral music with one of the nation's most lauded new music ensembles and its internationally recognized conductor. WMPAC will work with a highly reputable Arts Organization, the Philadelphia-based professional choir *The Crossing* and its internationally recognized conductor Donald Nally. Professional singers and students from around the country will work with composers to create new pieces that are relevant and meaningful, and will present the work at the end of the week.

The Big Sky Theater Workshop (July 26th – August 2nd) is a rigorous six-day acting program combining top-level performance training with new play development, led by working Broadway professionals. The Artist Faculty includes Tony Award winners and nominees, as well as professors from the top acting universities in New York City.

The Big Sky Conservatory is a logical extension for the Warren Miller Performing Arts Center from mere presentation and performance to learning and creation, and it fulfills the mission and vision by establishing infrastructure for confident performers and inspired audiences on a national level. Professionals will have an opportunity to enjoy the surroundings that Big Sky loves and conserves. The Conservatory will entice students and their families to come visit Big Sky in the summer for vacation and longer stays. The end of residency performances will essentially produce a second season of productions for our Big Sky audiences.

The Winter Season and the Conservatory business models differ with respect to their earned revenue base. While the Winter Season depends primarily on ticket sales for earned income, the Conservatory bases its earned income on tuition from students. Already, the Twin Sky Summer Dance Intensive is fully subscribed, and the Choral Initiative and the Theater Workshop are half full at this early point.

The WMPAC urges the Resort Tax Board to consider funding assistance to support world-class artist faculty to come to Big Sky to lead this program, while allowing the WMPAC to keep tuition prices affordable and competitive in the national market of summer arts programs. The total ask for this project is a mere **$15,000** from the Resort Tax Board. The budget break down for income on the Big Sky Conservatory is as follows: 7.1 % - Resort Tax; 15.4% - Donations; 3.5% - Sponsorships; 7.1% - Grants; 24.4% - Tuition, Ticket Revenue, & Fees; 44.6 % - In-Kind support. Expenses are as follows: 87.2% - Programming; 4.5% - Marketing; 8.3% - Admin. The total projected programming cost of the Big Sky Conservatory is **$184,605**, and with added marketing and administration, the total is **$211,705**.

Ultimately, the vision of the Big Sky Conservatory is long-term, and we feel that a high-caliber education program that caters to national talent is the best step forward in completing the big picture for the Warren Miller Performing Arts Center. The philosophy is similar to the Winter Season, in that we want to focus on diversity within the performing arts, and a strong focus on excellence. These two components are what truly define “world-class,” and having a presenting season in the winter and a creative season in the summer will incentivize families to stay longer, part-time residents to increase their annual time spent in Big Sky, and bring in new, diverse audiences and performers that will grow the community in an inspiring way. In the end, it’s not enough to say that we have art in Big Sky – as a world-class community, we must be able to say that we foster an environment of great art.

3) Is the project within the resort tax district? (25 words max)

Yes. The WMPAC facility is located at 454565 Gallatin Road, Gallatin Gateway 59730. The facility is used by both the school and the community.

Please note: Not every project will fulfill questions #4 through #8. Applications will not be rated on the ability to fulfill multiple questions.

Does the entity and/or project…

4) Benefit the community at large including residents, visitors and tax collectors/the business community? (50 words max)

WMPAC's relaxing, sophisticated evening atmosphere creates a clearer sense of community to its residents and projects it to visitors. The audience includes people from all demographics of the community as well as drive-in and destination tourists. WMPAC makes Big Sky a more desirable place to live and visit.

5) Promote tourism and development, help make Big Sky a world class resort community and increase resort tax revenue? (50 words max)

WMPAC has already redefined Big Sky from a tourism perspective. As evidenced by performance sell-outs, WMPAC is the "après-ski place-to-be" for local, regional, national, and international visitors alike. The Winter Season encourages evening economic activity, both from the direct ticket sales of the events to the add-ons of an evening out, like dinner beforehand and drinks after the show.

6) Support or improve critical infrastructure, public health, safety and/or welfare in the world class community? (50 words max)

This stunning cultural community center is a key piece of Big Sky infrastructure. Superior acoustics, creative interior design, state-of-the art sound and lighting more than meet Big Sky standards. "WMPAC was built against the odds … This multi-million dollar facility is world class." (Eric Ladd, ***Explore Big Sky***, Vol. 5, Issue No. 6)

7) Involve collaboration among entities in the community to meet common goals? (100 words max)

WMPAC is a community arts center. The school uses the center during the day and at night. The WMPAC presents artistic performances and visual arts exhibitions by nationally and internationally acclaimed performers. Community performance groups, such as the Big Sky Community Chorus, the Big Sky Community Theater, and the children's Big Sky Broadway, call WMPAC "home." The Arts Council of Big Sky schedules fundraisers and performances at the WMPAC, including small ensembles during the summer Classical Musical Festival. Local and regional groups use the facility for presentations (e.g., The Lee Metcalf 30 Year Celebration, Bozeman Deaconess Health Services, The Crown of the Continent/Yellowstone Collaboration, the Resort Tax Board, Adult Education Community Theater, Community Chorus, and Off-Season Speaker Series.

8) Fill a community need not currently or adequately being satisfied? (50 words max)

WMPAC provides the community with a true and acoustically-sound performance venue. Prior to WMPAC's opening, performances were staged only in restaurants, bars, and the chapel, venues not designed for artistic productions. Those venues constrained production, affecting patrons' experiences.

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2015-2016 APPLICATION FOR RESORT TAX FUNDS

Provide the following financial documents:

9) Copy of the entity's complete operating budget for the period 07/01/15 through 06/30/16.

If your fiscal year does not coincide with this time period, please provide complete budgets for the entity's fiscal year that covers the aforementioned time period. For example, if the entity's fiscal year corresponds with a calendar year, provide two budgets 1) 01/01/2015 through 12/31/2015 and 2) 01/01/2016 through 12/31/2016.

10) Organization's Profit and Loss Report, Budget vs. Actual Report and Balance Sheet from your previous completed fiscal year.

11) Organization's Profit and Loss Report, Budget vs. Actual Report and Balance Sheet from your current fiscal year to date.

12) For applicants with mill levy authority please provide the following:

a. A map of your district's boundaries
b. The current taxable value of your district
c. If applicable, the current mill levy rate
d. **Using the information above, provide a detailed budgetary breakdown of the potential tax burden per $100,000 value, for property owners within your district if mill levy authority would be used to fund this project rather than resort tax funds**.

RESORTTAX
— BUILDING BIG SKY SINCE 1992 —

2015-2016 APPLICATION FOR RESORT TAX FUNDS

TOTAL ORGANIZATIONAL BUDGET

(to include all organization projects and programs; not only those requesting funding for in this cycle)

(Winter Season : Big Sky Conservatory)

Total budget for the year the entity is requesting funding $ 335,995 : 211,705

What percentage of the above budget is the entity requesting from resort tax? 25.8% : 7.1%

PRINCIPLE	ITEM		AMOUNT
Revenue	Private Donor Contributions Total		95,000 : 40,000
	Private Donor Contributions In-kind		67,770 : 94,460
	Public Grants		15,000 : 15,000
	Fundraising Events		0
	Sub Total Revenue		177,770 : 149,460
	Other*		71,470 : 47,220
	Total Revenue		249,240 : 196,680
Expenses	Paid Personnel (not including volunteer time)	# FTE Personnel 1/2	15,000 : 5,000
	Operations		27,850 : 12,500
	Programming		259,220 : 184,605
	Other*		33,925 : 9,600
	Total Expenses		335,995 : 211,705
Income	Net Income		-86,755 : -15,025

***Other Description**: Ticket Revenue and Tuition & Fees

***Other Description**: Marketing expenses. We feel that these should go outside of Operations and Programming.

Capital Reserves	On Hand Restricted**	0
	On Hand Unrestricted**	0
	Goal	$25,000

****Purpose of Restricted and Unrestricted Capital Reserves**: This will be a reserve in case for some reason future Winter Seasons and Summary Conservatories do not reach the anticipated earned revenue goals and for maintenance costs of theatrical technology.

RESORTTAX
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2015-2016 APPLICATION FOR RESORT TAX FUNDS

TOTAL CASH FLOW 3-YEAR REQUIREMENT

(to include all organization projects and programs; not only those requesting funding for in this cycle

ITEM	2015	2016	2017	Total Cash Flow 3-Yr Requirement
Paid Personnel (not including volunteer time)	15,000 : 5,000	15,525 : 7,500	16,070 : 8,000	46,595 : 20,500
# of FTE Personnel	½	½	½	NA
Operations	27,850 : 12,500	28,825 : 14,230	29,835 : 14,730	86,510 : 41,460
Programming	259,220 : 184,605	268,293 : 246,140	277,683 : 254,755	805,196 : 685,500
Capital Expenditures	0	0	0	0
Other	33,925 : 9,600	35,112 : 13,000	36,340 : 13,500	105,377 : 36,100
Total	335,995 : 211,705	347,755 : 280,870	359,928 : 290,985	1,043,678 : 783,560

RESORT TAX REQUEST	86,800 : 15,000	89,850 : 20,000	93,000 : 20,700	269,650 : 55,700

Describe financial increases and decreases and the projects for which resort tax funds may be requested.

2015 The Winter Season already feels stable after two years, and the increase is due to a higher caliber roster of artists and the addition of the Big Sky Conservatory.

2016 Again, all Winter Season costs will be adjusted for 3.5% inflation. In 2016, we anticipate adding on one more week of programming to fill out the summer with the Conservatory.

2017 Both the Winter Season and the Summer Conservatory are adjusted for 3.5% inflation.

8:50 AM

04/06/15

Accrual Basis

Friends of Big Sky Education
Profit & Loss
January through June 2014

		Jan - Jun 14
Ordinary Income/Expense		
Income		
Contibuted support		
Nonprofit organization grants	57,980.00	
State grants	-1,662.50	
Total Contibuted support		56,317.50
Donations		
PAC - Donations	18,500.00	
Total Donations		18,500.00
Performing Arts Center-Income		
Class Tuition	5,100.00	
Concession Sales	5,738.00	
Donations	10,739.10	
Ticketing Sales	32,466.00	
Total Performing Arts Center-Income		54,043.10
Total Income		128,860.60
Expense		
Bank Fees		70.00
Entrance Sign		
Professional Services	3,000.00	
Total Entrance Sign		3,000.00
Grant Expenses		
Honorarium	750.00	
Minor Equipment	23,021.99	
Professional Development	6,426.21	
Professional Services	25,000.00	
Student Prizes	250.00	
Total Grant Expenses		55,448.20
Information Technology		230.00
Office Supplies		291.58
Other Expenses		539.75
Performing Arts Center		
Advertising	3,592.86	
Artistic Director	22,819.01	
Construction	2,275.00	
Events		
Advertising	514.12	
Concessions	26,361.80	
Other Expenses	733.31	
Performance Contracts	18,256.65	
Professional Services	4,411.20	
Resort Tax	661.00	
Ticket Sales to Other Entities	15,289.05	
Ticketing Fee	3,154.10	
WMPAC Theatre/Kitchen Rental	1,955.00	
Total Events	71,336.23	
Maintenance & Repair	1,968.53	
Major Equipment	12,543.04	
Merch Serv Fees	254.82	
Minor Equipment	353.04	
Office Expense	1,375.00	
Telephone and Internet	709.73	
Total Performing Arts Center		117,227.26

8:50 AM

04/06/15

Accrual Basis

Friends of Big Sky Education
Profit & Loss
January through June 2014

	Jan - Jun 14
Professional Fees	
Accounting/Bookkeeping	1,389.80
Total Professional Fees	1,389.80
School Construction	4,359.71
Total Expense	182,556.30
Net Ordinary Income	-53,695.70
Net Income	**-53,695.70**

12:54 PM
04/06/15
Accrual Basis

Friends of Big Sky Education
Profit & Loss
July 1, 2014 through April 6, 2015

				Jul 1, '14 - Apr 6, 15
Ordinary Income/Expense				
Income				
Contibuted support				
Nonprofit organization grants			150,000.00	
State grants			2,400.00	
Total Contibuted support				152,400.00
Donations				
Cash Donations			20,100.00	
PAC - Donations			126,080.00	
Scholarship Donations			37,240.01	
Total Donations				183,420.01
Performing Arts Center-Income				
Application Fees			695.13	
Class Tuition			3,225.00	
Concession Sales			37.00	
Resort Tax Grant			75,000.00	
Ticketing Sales			65,661.00	
Total Performing Arts Center-Income				144,618.13
Total Income				480,438.14
Expense				
Bank Fees				30.00
Grant Expenses				
Minor Equipment			142,329.05	
Professional Development			10,797.79	
Software			0.00	
Total Grant Expenses				153,126.84
Information Technology				457.50
LPHFootball				
QB Expenses				
Field Imprv and Maint		3,114.40		
Total QB Expenses			3,114.40	
Total LPHFootball				3,114.40
Office Supplies				325.70
Other Expenses				1,346.75
Performing Arts Center				
Advertising				
Season Program/Branding		10,617.00		
Advertising - Other		1,082.19		
Total Advertising			11,699.19	
Artistic Director				
Education and Development		2,299.70		
Total Artistic Director			2,299.70	
Billboard			3,875.00	
Box Office Management Services			2,062.50	
Events				
Class Expense		12,181.72		
Concessions		1,653.05		
Minor Equipment		320.00		
Other Expenses		3,421.69		
Perf. Food/Snacks/Lodging		1,394.44		
Performance Contracts				
Performance Cont-Travel Reim	11,357.15			
Performance Contracts - Other	110,359.87			
Total Performance Contracts		121,717.02		

Friends of Big Sky Education
Profit & Loss
July 1, 2014 through April 6, 2015

	Jul 1, '14 - Apr 6, 15	
Piano Tuning & Maintenance	2,999.00	
Professional Services	12,079.11	
Recruitment-Audition	389.58	
Resort Tax	252.15	
Technical Services	6,545.00	
Ticket Sales to Other Entities	15,462.35	
Ticketing Fee	5,453.80	
WMPAC Theatre/Kitchen Rental	280.00	
Total Events		184,148.91
Grant Writing Support	2,962.50	
Maintenance & Repair	146.44	
Major Equipment	436.00	
Merch Serv Fees	608.36	
Minor Equipment	5,226.36	
Office Expense	3,219.83	
Pre-Season Branding/Design	4,437.50	
Telephone and Internet	1,206.51	
Website Development	5,800.00	
Total Performing Arts Center		228,128.80
Professional Fees		
Accounting/Bookkeeping	3,794.20	
Professional Fees - Other	1,320.00	
Total Professional Fees		5,114.20
Scholarships		
Scholarship Fundraising Expense	1,965.75	
Scholarships - Other	239.87	
Total Scholarships		2,205.62
Voter Education		57.60
Total Expense		393,907.41
Net Ordinary Income		86,530.73
Net Income		**86,530.73**

Ticketing Sales Performance 14/15 Winter

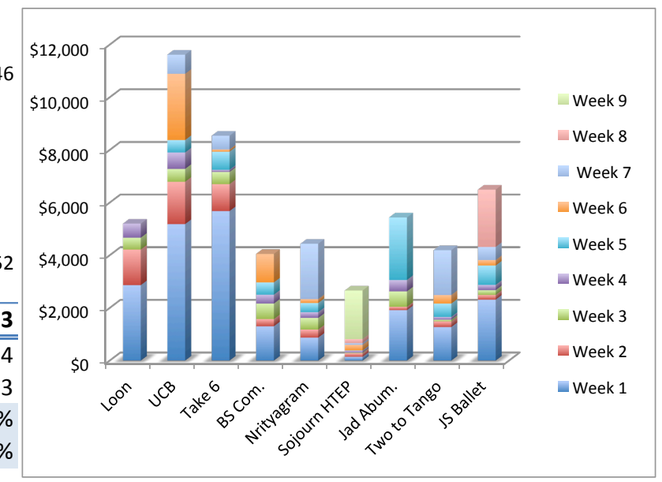
Last Updated: March 28th, 11:30 PM

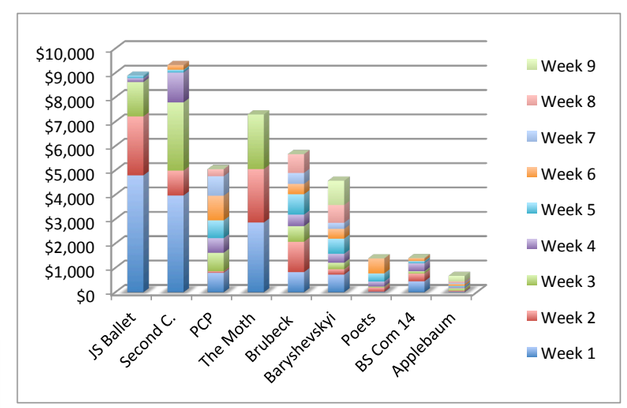
Event	Total Seats	Seat Goal	Actual	% of Goal	% of Total	Potential Inc.	Income Goal	Actual Income	% of Goal	% of Potential	Remainder/Surplus
Loon	217	195	217	111%	100%	$ 7,105.00	$4,535.00	$5,201.00	115%	73%	$666.00
Upright Citizens Brigade	436	418	359	86%	82%	$ 20,016.00	$13,680.00	$11,617.00	85%	58%	-$2,063.00
Take 6	206	184	208	113%	101%	$ 12,832.00	$7,890.00	$8,540.00	108%	67%	$650.00
Big Sky Commission	226	135	141	104%	62%	$ 8,490.00	$3,940.00	$4,050.00	103%	48%	$110.00
Nrityagram	216	175	199	114%	92%	$ 7,105.00	$3,875.00	$4,436.00	114%	62%	$561.00
Sojourn #1	120	100	68	68%	57%	$ 1,488.00	$1,000.00	$672.00	67%	45%	-$328.00
Sojourn #2	120	100	84	84%	70%	$ 1,488.00	$1,000.00	$958.00	96%	64%	-$42.00
Sojourn #3	120	100	90	90%	75%	$ 1,488.00	$1,000.00	$1,030.00	103%	69%	$30.00
Jad Abumrad	226	155	168	108%	74%	$ 9,826.00	$5,210.00	$5,436.00	104%	55%	$226.00
Two to Tango	211	155	164	106%	78%	$ 7,843.00	$4,130.00	$4,191.00	101%	53%	$61.00
James Sewell Ballet	215	169	189	112%	88%	$ 10,655.00	$5,930.00	$6,492.00	109%	61%	$562.00
Totals	**2313**	**1886**	**1887**	**100.1%**	**82%**	**$ 88,336.00**	**$52,190.00**	**$ 52,623.00**	**100.8%**	**60%**	**$433.00**

Events Weekly Revenue

Revenue 14/15 Season										
Week	Loon	UCB	Take 6	BS Com.	Nrityagram	Sojourn HTEP	Jad Abum.	Two to Tango	JS Ballet	TOTALS
Week 1	$2,864	$5,184	$5,676	$1,304	$871	$144	$1,914	$1,274	$2,315	$21,546
Week 2	$1,353	$1,608	$1,024	$271	$307	$132	$128	$216	$180	
Week 3	$450	$488	$462	$590	$442	$24	$586	$60	$180	
Week 4	$534	$624	$84	$338	$220	$72	$432	$109	$200	
Week 5		$472	$688	$465	$347	$12	$2,376	$505	$735	
Week 6		$2,516	$84	$1,082	$148	$216		$327	$210	
Week 7		$725	$522		$2,101	$60		$1,700	$495	
Week 8						$156			$2,177	$14,852
Week 9						$1,844				
TOTAL	**$5,201**	**$11,617**	**$8,540**	**$4,050**	**$4,436**	**$2,660**	**$5,436**	**$4,191**	**$6,492**	**$52,623**
TOTAL COST	$20,102	$31,031	$38,881	$18,957	$30,617	$46,054	$30,079	$28,071	$42,492	$286,284
Total Cash Expense	$16,852	$23,831	$31,481	$13,957	$23,017	$35,054	$26,879	$23,671	$30,092	$224,833
Percentage on Cash	31%	49%	27%	29%	19%	8%	20%	18%	22%	23%
Percentage on Total	26%	37%	22%	21%	14%	6%	18%	15%	15%	18%

Revenue Debut Season	JS Ballet	Second C.	PCP	The Moth	Brubeck	Baryshevskyi	Poets	BS Com 14	Applebaum
Week 1	$4,795	$3,970	$800	$2,860	$825	$725	$25	$450	$25
Week 2	$2,420	$1,020	$60	$2,195	$1,245	$220	$170	$320	$40
Week 3	$1,410	$2,800	$760	$2,240	$640	$265	$40	$90	$100
Week 4	$160	$1,225	$600		$475	$370	$205	$330	$50
Week 5	$100	$115	$730		$835	$620	$335	$90	$45
Week 6		$190	$1,010		$425	$400	$615	$120	$85
Week 7			$800		$450	$250	$0	$0	$45
Week 8			$290		$770	$730	$0	$0	$50
Week 9			$0		$0	$995	$0	$0	$230
TOTAL	**$8,885**	**$9,320**	**$5,050**	**$7,295**	**$5,665**	**$4,575**	**$1,390**	**$1,400**	**$670**
Total Cash Expense	$37,032	$15,927	$10,000	$32,000	$10,000	$14,000	$9,675	$20,831	$7,552
Percentage	24%	59%	51%	23%	57%	33%	14%	7%	9%
COMPARISON TOTAL	-$3,684	$2,297	$3,490	-$3,245	-$1,229	-$1,915	$4,046	$2,791	$5,822
COMP. Cash Expense	-$20,180	$7,904	$21,481	-$18,043	$13,017	$21,054	$17,204	$2,840	$22,540
COMP. Percentage	7%	-10%	-23%	6%	-37%	-25%	6%	11%	13%



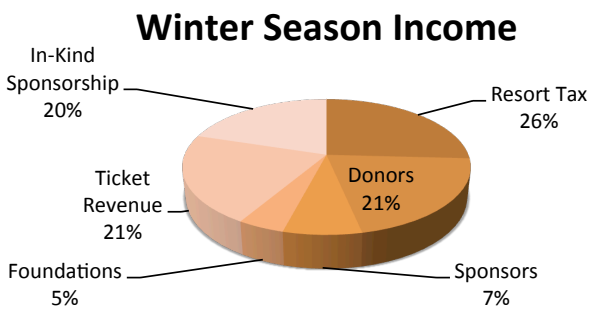


Warren Miller Performing Arts Center Primary Project Summaries

15/16 Winter Season

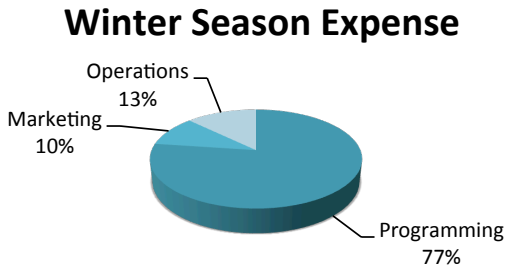
INCOME

Resort Tax	$86,800
Donors	$70,000
Sponsors	$25,000
Foundations	$15,000
Ticket Revenue	$71,470
In-Kind Sponsorship	$67,770
TOTAL	**$336,040**



EXPENSE

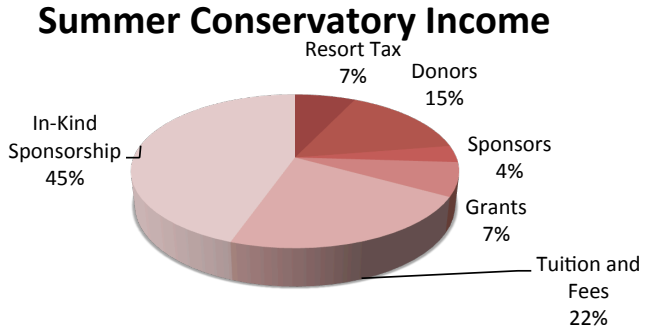
Programming	$259,220
Marketing	$33,925
Operations	$42,850
TOTAL	**$335,995**



Big Sky Conservatory

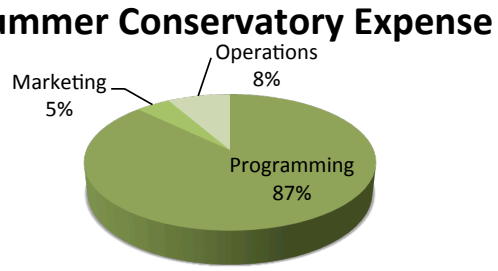
INCOME

Resort Tax	$15,000
Donors	$32,500
Sponsors	$7,500
Grants	$15,000
Tuition and Fees	$47,220
In-Kind Sponsorship	$94,460
TOTAL	**$211,680**



EXPENSE

Programming	$184,605
Marketing	$9,600
Operations	$17,500
TOTAL	**$211,705**



COMBINED INCOME	$547,720
COMBINED EXPENSE	$547,700
NET	**$20**

Warren Miller Performing Arts Center

Warren Miller Performing Arts Center — SEASON 3: DECEMBER 26th, 2015 - MARCH 26th, 2016

EVENT	THEATER Manual Cinem	RADIO THEATI Selected Short	MUSIC So Percussion	DANCE THEAT Diavolo	MUSIC Kronos Qua	OPERA/MULT THEATER The Dybbuk	 Mummenscha	DANCE James Sewell Bal	VOCAL Jitro	One-Time For Whole Season	SUBTOTALS	% of TOTAL	14/15 Season Comparison COST	% Difference
DATE	Dec. 28th	Jan. 9th	Jan. 16th	Jan. 23rd	Feb. 13th	Feb. 27th	Mar. 5th	Mar. 19th	Mar. 26th					
LENGTH	3	2	3	3	2	5	2	5	4					
#Performers	9	4	5	8	5	9	5	11	20					
Performances	1	1	1	1	1	1	1	1	1					
INCOME														
Cash														
Resort Tax	9,450.00	5,950.00	8,400.00	14,000.00	10,850.00	10,500.00	10,500.00	8,400.00	8,750.00		$ 86,800.00	25.83%	$ 75,000.00	15.7%
Donors								10,000.00		60,000.00	$ 70,000.00	20.83%	$ 64,500.00	8.5%
Sponsors	5,000.00			5,000.00	10,000.00		5,000.00				$ 25,000.00	7.44%	$ 40,500.00	-38.3%
Grants						5,000.00			5,000.00	5,000.00	$ 15,000.00	4.46%	$ 5,900.00	154.2%
Ticket Revenue	5,420.00	4,675.00	6,095.00	7,630.00	7,625.00	3,550.00	6,350.00	6,875.00	4,350.00	18,900.00	$ 71,470.00	21.27%	$ 52,210.00	36.9%
	19,870	10,625	14,495	26,630	28,475	19,050	21,850	25,275	18,100	83,900	$ 268,270.00	79.83%	$ 238,110.00	12.7%
In-Kind														
Big Sky Accommodation	6,750.00	2,000.00	3,750.00	6,000.00	2,500.00	11,250.00	2,500.00	13,750.00	5,000.00		$ 53,500.00	15.92%	$ 32,850.00	62.9%
Outlaw Advertising	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00		$ 9,000.00	2.68%	$ 13,000.00	-30.8%
Vacation Big Sky Transport	500.00	750.00	500.00	1,000.00	500.00	760.00	250.00	250.00	760.00		$ 5,270.00	1.57%	$ 10,600.00	-50.3%
	$ 8,250	$ 3,750	$ 5,250	$ 8,000	$ 4,000	$ 13,010	$ 3,750	$ 15,000	$ 6,760	$ -	$ 67,770	20.17%	$ 56,450.00	20.1%
INCOME TOTALS	**$ 28,120**	**$ 14,375**	**$ 19,745**	**$ 34,630**	**$ 32,475**	**$ 32,060**	**$ 25,600**	**$ 40,275**	**$ 24,860**	**$ 83,900**	**$ 336,040**		**$ 300,460.00**	**11.8%**

14/15 Season % Difference

(Winter Season Continued)

EXPENSE

Programming														
Artist/Event Costs														
Performance Contracts	13,500.00	8,500.00	12,000.00	20,000.00	15,500.00	15,000.00	15,000.00	12,000.00	12,500.00		$ 124,000.00	36.9%	$ 107,300.00	15.6%
Artist Travel		2,600.00	-	-	-	3,600.00	2,500.00	7,150.00	-		$ 15,850.00	4.7%	$ 12,886.00	23.0%
Artist Local Trans.	500.00	750.00	500.00	1,000.00	500.00	760.00	250.00	250.00	760.00		$ 5,270.00	1.6%	$ 10,600.00	-50.3%
Artist Lodging	6,750.00	2,000.00	3,750.00	6,000.00	2,500.00	11,250.00	2,500.00	13,750.00	5,000.00		$ 53,500.00	15.9%	$ 32,850.00	62.9%
Artist Perf. Food	450.00	600.00	600.00	600.00	600.00	600.00	600.00	80.00	600.00		$ 4,730.00	1.4%	$ 3,920.00	20.7%
Technical	1,100.00	1,100.00	1,100.00	1,100.00	1,000.00	1,100.00	1,100.00	1,100.00	100.00		$ 8,800.00	2.6%	$ 7,200.00	22.2%
Visual Arts	2,500.00			2,500.00			2,500.00				$ 7,500.00	2.2%	$ -	
Chocolates	222.50	222.50	222.50	222.50	222.50	222.50	222.50	222.50	222.50		$ 2,002.50	0.6%	$ 2,002.50	0.0%
Contingency - 2%	500.45	315.45	363.45	628.45	406.45	650.65	493.45	691.05	383.65		$ 4,433.05	1.3%		
Event Fees														
Resort Tax	162.60	140.25	182.85	228.90	228.75	106.50	190.50	206.25	130.50		$ 1,577.10	0.5%	$ 1,566.30	0.7%
PrintTix Fees	542.00	467.50	609.50	763.00	762.50	355.00	635.00	687.50	435.00		$ 5,257.00	1.6%	$ 5,221.00	0.7%
Facility Fees	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00		$ 1,800.00	0.5%	$ 2,400.00	-25.0%
ASCAP Licensing	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00		$ 900.00	0.3%	$ 1,000.00	-10.0%
Piano Tuning & Maintenece		150.00	150.00	150.00			150.00				$ 600.00	0.2%	$ 3,450.00	-82.6%
Programming Personnel														
Box-Office Manager	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	$ 5,000.00	1.5%	$ 2,700.00	85.2%
Docents & Volunteer Support	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	$ 3,000.00	0.9%		
Artistic Director Support	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	$ 15,000.00	4.5%	$ -	
SUBTOTALS	28,827.55	19,445.70	22,078.30	35,792.85	24,320.20	36,244.65	28,741.45	38,737.30	22,731.65	2,300.00	$ 259,219.65	77%	$ 176,758.50	46.7%
Marketing														
Pre-Season Marketing/Design										7,500.00	$ 7,500.00	2.2%	$ 12,750.00	-41.2%
Billboard										3,875.00	$ 3,875.00	1.2%	$ 3,875.00	0.0%
Advertising	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00		$ 4,500.00	1.3%	$ 6,750.00	-33.3%
Responsive Marketing	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	2,500.00	$ 11,500.00	3.4%	$ -	
Season Program Print										4,200.00	$ 4,200.00	1.3%	$ 4,200.00	0.0%
Poster/Banner Printing	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	1,000.00	$ 2,350.00	0.7%	$ 1,200.00	95.8%
SUBTOTALS	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	19,075.00	$ 33,925.00	10%	$ 28,775.00	17.9%
Operations														
Bank Fees										200.00	$ 200.00	0.1%	$ 200.00	0.0%
Accounting and tax preparation										3,000.00	$ 3,000.00	0.9%	$ 3,000.00	0.0%
Bookkeeping										4,000.00	$ 4,000.00	1.2%	$ 4,000.00	0.0%
Information Technology										500.00	$ 500.00	0.1%	$ 500.00	0.0%
Telephone										1,200.00	$ 1,200.00	0.4%	$ 1,200.00	0.0%
Internet										1,200.00	$ 1,200.00	0.4%	$ 1,200.00	0.0%
Maintenance and Repair										1,500.00	$ 1,500.00	0.4%	$ 1,500.00	0.0%
Office Supplies										1,000.00	$ 1,000.00	0.3%	$ 1,000.00	0.0%
Office Expenses										1,000.00	$ 1,000.00	0.3%	$ 1,000.00	0.0%
Merchant Service Fees										300.00	$ 300.00	0.1%	$ 300.00	0.0%
Minor Equipment										3,000.00	$ 3,000.00	0.9%	$ 3,000.00	0.0%
Other Expenses										1,200.00	$ 1,200.00	0.4%	$ 1,200.00	0.0%
Education and Development										3,500.00	$ 3,500.00	1.0%	$ 5,000.00	-30.0%
Concession Equipment										1,250.00	$ 1,250.00	0.4%	$ 1,500.00	-16.7%
Artistic Director Operation										15,000.00	$ 15,000.00			
Development Support										5,000.00	$ 5,000.00	1.5%	$ 5,000.00	0.0%
										42,850.00	$ 42,850.00	13%		
EXPENSE TOTALS	30,477.55	21,095.70	23,728.30	37,442.85	25,970.20	37,894.65	30,391.45	40,387.30	24,381.65	64,225.00	$ 335,994.65		$ 288,450.00	16.5%
NET TOTALS	(2,357.55)	(6,720.70)	(3,983.30)	(2,812.85)	#######	(5,834.65)	(4,791.45)	(112.30)	478.35	19,675.00	$ 45.35			
											AVERAGE TICKET PRICE	$ 32.24	$ 28.64	12.6%

BIG SKY CONSERVATORY

SUMMER 2015

WARREN MILLER PERFORMING ARTS CENTER

	July 5 - 18			July 19 - 25			July 26 - Aug 2				
	DANCE INTENSIVE			CHORAL INITIATIVE			THEATER WORKSHOP				
	STAFF	STUDENTS	NIGHTS	STAFF	STUDENTS	NIGHTS	STAFF	STUDENTS	NIGHTS		
	6	12	14	14	8	7	6	10	7		
INCOME	#	Unit Cost	Subtotal	#	Unit Cost	Subtotal	#	Unit Cost	Subtotal	TOTALS	% of Total
Contributed											
Resort Tax			5,000			5,000			5,000	15,000	7.1%
Grants			5,000			5,000			5,000	15,000	7.1%
Donations			15,000			10,000			7,500	32,500	15.4%
Sponsorships			2,500			2,500			2,500	7,500	3.5%
SUBTOTALS			$ 27,500			$ 22,500			$ 20,000	$ 70,000	33.1%
Earned											
Ticket Revenue	125	10	1,250	75	10	750	100	10	1,000	3,000	1.4%
Application/Material Fees	12	25	300	8	230	1,840	10	25	250	2,390	1.1%
Tuition	12	1,850	22,200	8	975	7,800	10	975	9,750	39,750	18.8%
Drop-In Classes	10	15	150							150	0.1%
Supervisors	1	450	450							450	0.2%
Local Camp Tuition	8	185	1,480							1,480	0.7%
SUBTOTALS			$ 25,830			$ 10,390			$ 11,000	$ 47,220	22.3%
In-Kind											
Big Sky Resort			42,840			26,180			19,040	88,060	41.6%
Facility Rental			1,200			600			600	2,400	1.1%
Vacation Big Sky Transportation			2,000			1,000			1,000	4,000	1.9%
SUBTOTALS			$ 46,040			$ 27,780			$ 20,640	$ 94,460	44.6%
TOTAL INCOME			**$ 99,370**			**$ 60,670**			**$ 51,640**	**$ 211,680**	

EXPENSE											
PROGRAMMING											
Artist Faculty											
Program Artistic Director Fee	2	1,000	2,000	1	1,000	1,000	1	1,000	1,000	4,000	1.9%
Artist/Teacher Fees	4	2,000	8,000	14	500	7,000	5	500	2,500	17,500	8.3%
Lodging	84	170	14,280	98	170	16,660	42	170	7,140	38,080	18.0%
Board	84	50	4,200	98	50	4,900	42	50	2,100	11,200	5.3%
Airfare	4	600	2,400	14	650	9,100	6	500	3,000	14,500	6.8%
Local Transportation	2	650	1,300	1	650	650	1	650	650	2,600	1.2%
Local Education Support	2	500	1,000	-	-	-	-	-	-	1,000	0.5%
Student Artists											
Lodging (Room Nights)	168	170	28,560	56	170	9,520	70	170	11,900	49,980	23.6%
Board (3 Meals a Day)	168	50	8,400	56	50	2,800	70	50	3,500	14,700	6.9%
Tuition Awards/Travel Stipend	38%	22,200	8,436	38%	7,800	2,964	38%	9,750	3,705	15,105	7.1%
Local Transport	2	1,000	2,000	1	1,000	1,000	1	1,000	1,000	4,000	1.9%
General											
Materials/Equipment	4	250	1,000	160	10	1,600			1,000	3,600	1.7%
Mountain Activities	4	250	1,000	4	250	1,000	4	250	1,000	3,000	1.4%
Opening Night Reception	48	30	1,440	28	30	840	22	30	660	2,940	1.4%
Facility Rental	2	600	1,200	1	600	600	1	600	600	2,400	1.1%
SUBTOTALS			85,216			59,634			39,755	184,605	87.2%
MARKETING											
Design Marketing Support			1,200			1,200			1,200	3,600	1.7%
Marketing & Advertising			1,500			1500			1,500	4,500	2.1%
Printing			500			500			500	1,500	0.7%
SUBTOTALS			3,200			3,200			3,200	9600	4.5%
OPERATIONS											
Admin Support WMPAC	2	1,250	2,500	1	1,250	1,250	1	1,250	1,250	5,000	2.4%
Partner Admin Support	2	2,500	5,000	1	1,250	1,250	1	1,250	1,250	7,500	3.5%
Recruitment			1,000			500			500	2,000	0.9%
Contingency			1,000			1,000			1,000	3,000	1.4%
SUBTOTALS			9,500			4,000			4,000	17,500	8.3%
TOTAL EXPENSE			97,916			66,834			46,955	211,705	
TOTAL + / -			1,454			-6,164			4,685	-25	