

**RESORT TAX**  
 — BUILDING BIG SKY SINCE 1892 —

**2018-2019 APPLICATION  
 FOR RESORT TAX FUNDS**

**Applicant's Official Name:** Big Sky Chamber of Commerce

**Project Name:** Annual Program of Work

**Address:** 55 Lone Mountain Trail | PO Box 160100, Big Sky, MT 59716

**Representative:** David O'Connor, Board Chair

**Telephone:** 406-995-3454

**Email:** candace@bigskychamber.com

**Project Start Date:** July 1, 2018

**Project Completion Date:** June 30, 2019

**Total Funds Requested** \$ 409,200

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

	July '18	Aug '18	Sep '18	Oct '18	Nov '18	Dec '18
Payment Request \$	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>34,000</u>	<u>34,000</u>	<u>34,000</u>
	Jan '19	Feb '19	Mar '19	Apr '19	May '19	Jun '19
Payment Request \$	<u>34,000</u>	<u>42,000</u>	<u>34,000</u>	<u>34,000</u>	<u>29,000</u>	<u>29,200</u>

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



**Signature**

Board Chair

**Title (Board Chair or Governing Officer)**

David O'Connor

**Printed Name**

4-24-18

**Date**

- 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)**

The Big Sky Resort Association, Inc., doing business as the Big Sky Chamber of Commerce is a 501(c)(6) not for profit membership organization established in 1985, and currently represents 400+ businesses and their thousands of employees in the greater Gallatin Valley.

**Our Mission:** Serving as the voice of business, the Big Sky Chamber champions a healthy economy and works collaboratively with community stakeholders as a catalyst to improve the overall quality of life in the region.

**Our Community. Our Business.** People do not work in companies, they work in communities, so our focus is on improving and ensuring the long-term health of our Big Sky community. In partnership with Visit Big Sky, the Big Sky Chamber strives to maintain the delicate balance between growing a vibrant economy while preserving Big Sky's character and sense of place.

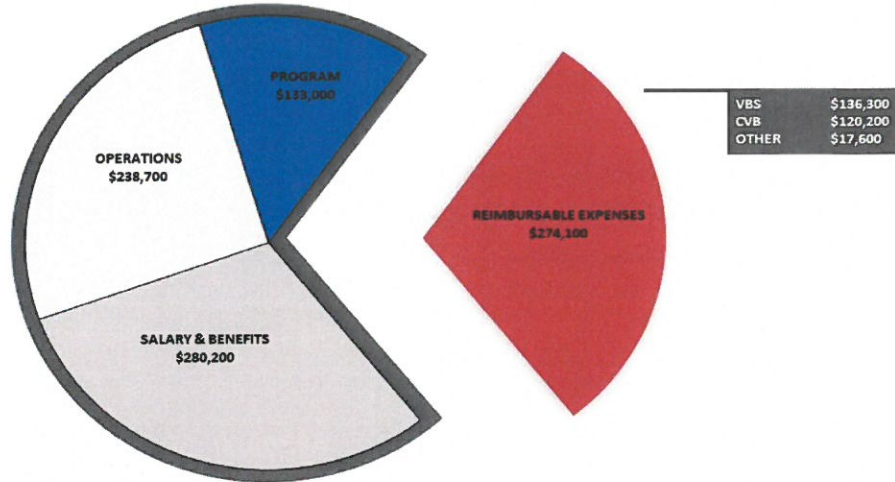
To enable the Big Sky Chamber to work towards making Big Sky Montana's premier destination in which to live, work, play and do business, the organization employees 2.88 FTEs: a .5 CEO, .5 Compliance Manager, 1.0 Director of Membership Sales, .5 Marketing Manager and .38 Graphic Designer. The other 4.37 FTEs reflected in the budget correspond to Visit Big Sky/Big Sky Convention & Visitor Bureau, Big Sky Community Organization, and Big Sky Town Center.

- 2) **Provide a complete description of the project(s). Include the project(s) purpose, goals and objectives. For each project provide a budget number and 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. If requesting funds for a study (feasibility, etc.), a minimum of two bids are required. Also provide the RFP submitted for the study. Funding for a study will only be considered if the proposal has measurable outcomes. Please be succinct.**

The Big Sky Chamber is respectfully requesting \$409,200 of its \$928,500 FY19 Annual Operating Budget to support its Annual Program of Work and Operations & Administration. It is important to note that \$274,100 is Reimbursable Expenses to the Big Sky Chamber via a Management Agreement mainly from Visit Big Sky and the Big Sky Convention & Visitor Bureau to provide for Staffing and Operations & Administration, and much less proportionately from the Big Sky Community Organization and Big Sky Town Center for a shared graphic designer. Therefore, the Big Sky Chamber's true annual operating budget to deliver on its mission for FY19 is \$651,900.



FY19 Total Annual Operating Budget - \$926,000  
 LESS Reimbursable Administrative Expense - \$274,100  
 FY19 Actual Operating Budget - \$651,900



In FY18, Resort Tax allocated monies to the Big Sky Chamber to undergo a strategic planning process. The past ten years have seen the pendulum swing from an era of economic crisis in this country to one of rapid and explosive growth, at least here locally in the Gallatin Valley. Big Sky is contributing to the fact that Bozeman is the fastest growing micropolitan area in the nation (2016 Census) with a 20% population growth since 2012. From the vantage point of our local businesses and the Big Sky community at-large, this translates to moving from an operating environment in survival mode due to famine to a more purposeful one as we are in a time of feast so to speak. Two completely different scenarios with their own set of challenges and opportunities.

Until recently, the Big Sky Chamber’s role was a reactive one. The organization has been willing to take on many of the infrastructure-related challenges of the community under the weight of the worst economic recession in our country’s history, the collapse and reconstitution of private club ownership locally, and rebounding visitation from tourism coming out of the economic down turn. This inflection from contraction to expansion, along with a change in executive leadership at the Big Sky Chamber after nearly five years under the previous management has led to this tipping point in the organization’s evolution. It is now time to be intentional about the organization’s role moving forward in helping to shape and create Big Sky’s future.

**Elevate Big Sky 2023** is the result of the six-month, intensive strategic planning process which included multiple off-site, day-long meetings and numerous extended monthly board meetings of the Big Sky Chamber’s Board of Directors and staff with a professional facilitator, Dr. Eric Austin of the Burton K. Wheeler Public Policy Center at Montana State University – Bozeman. It is a five-year road map to keep the Big Sky Chamber focused and on course to serve as the voice of business, championing a healthy economy and collaboratively working with community stakeholders as a catalyst to improve the overall quality of life in the region. Our role in this growing community is a fluid one oftentimes oscillating among Catalyst – Convener – Champion. *Elevate Big Sky 2023* revolves around using those varying roles to harness the organization’s intellectual, political and financial capital to advance Big Sky in the following four focus areas.

**I. Advocating for Our Members: The Voice of Big Sky Business**

Advocacy, Government Affairs, Public Policy, and Member Services (Networking, Member-to-Member Marketing & Promotion, Education/Training, Information Dissemination, General Services)

Serving as the voice of business, the Big Sky Chamber champions a healthy economy and works collaboratively with community stakeholders as a catalyst to improve the overall quality of life in the region.

To speak intelligently, one must remain informed and this requires continual active engagement with local, state and national government officials, businesses and non-profit stakeholders including, but not limited to, the U.S. Chamber of Commerce, Montana Chamber of Commerce, Montana Infrastructure Coalition, Montana High Tech Business Alliance, Montana Association of Counties, National League of Cities, Mountain Pact, Montana Lodging & Hospitality Association, Voices of Montana Tourism, Tourism Matters to Montana, National Park Service, and Yellowstone National Park. To promote and protect the interests of industry in public policy, the Big Sky Chamber works with these entities to monitor proposed legislation and regulations, and to implement grassroots advocacy programs that engage our members in communicating our position and message to policymakers. Ultimately, we work to address issues of common interest that advance the organization's public policy agenda.

Participation in the **Montana Chamber of Commerce Business Days at The Capitol** event held in Helena every January is a priority program supporting this effort. During odd numbered years, the event leads into the opening of the biennial Legislature. During even numbered years, the event coincides with the opening of 'Campaign Season' – the first day of filing for political office. It brings together business leaders and government officials to talk face-to-face, to participate in a variety of educational and networking events, to learn about the current business climate in Montana, and the Big Sky Chamber's presence puts our community right there at the table for all of it.

Member Services encompasses providing networking and member-to-member marketing and promotional opportunities, education and training, as well as information dissemination and other general services to our 400+ business members and their employees. Networking examples include the Big Sky Chamber's monthly **Business After Hours (BAH)** held on the second Tuesday of each month, **Ribbon Cuttings** to introduce new businesses to the Big Sky business community and to inform our residents that they are officially "open for business," an **Annual Golf Tournament**, the must-attend networking event of the summer for local business leaders, and most importantly, the Big Sky Chamber's **Black Diamond Awards Dinner & Annual Members' Meeting** which highlights the Big Sky Chamber's program of work successes of the past fiscal year, speaks to the year ahead, facilitates the election of new board members, and recognizes significant contributions by the area's top performing businesses and individuals.

To facilitate this networking and to promote member-to-member marketing and promotion, the Big Sky Chamber maintains an engaging and informative website with an up-to-date Calendar of Events, publishes a bi-monthly membership e-Newsletter, and is active on social media platforms including Facebook and LinkedIn to share member news with the greater Gallatin Valley. **Small Business Saturday** is a nationwide movement, in association with American Express, that the Big Sky Chamber participates in annually. It celebrates the impact that small businesses have on local communities and encourages consumers to SHOP LOCAL on the Saturday following Thanksgiving by creating one day only, exclusive deals from local merchants and compiling them in an easy to use shopping guide for residents and visitors.

To better serve our 400+ members in providing education, training and information, the Big Sky Chamber will conduct a needs assessment in the upcoming fiscal year to fully understanding what types of programs and resources are needed, and then work to make them available. For the first time in 2017, the Big Sky Chamber virtually hosted one of the **Bureau of Business and Economic Research's (BBER) Economic Outlook Series** half-day programs conducted in seven cities across Montana to discuss the outlook for the global, national, state, and local economies. Further, the Big Sky Chamber facilitated member involvement with the U.S. Small Business Administration's first ever **National Small Business Week Virtual Conference**. Other general services are things such as hosting **Shred Day** each year following the April 15<sup>th</sup>

tax filing deadline, wherein the Big Sky Chamber hires a reliable and secure document shredding service to come to Big Sky to provide on-site paper-shredding, and document and hard-drive destruction for local businesses. These services offer vital resources to our business community and would be otherwise be unattainable by the individual business.

## II. **Creating a Positive Business Climate**

Qualified Workforce, Leadership, Entrepreneurship, Non-Profit Assistance, HR/Recruitment, Health

Just as communities are made up of people, those people are employees who work for and in local businesses. To be successful, a business needs competent employees from entry-level to CXO, and everything in between. The Big Sky Chamber assists its 400+ business members in attracting, developing and retaining their employees through the support and/or participation in the following programs recognizing that Tourism is the number one industry, along with Outdoor Recreation, Development/Construction and Real Estate.

**Montana State University's Hospitality Management and Culinary Arts Programs** were launched in the fall of 2017. They build on MSU's strengths in food, agriculture and business and address demand from hospitality and food industry stakeholders, preparing more professionals for careers in hospitality and culinary arts. The Hospitality Management program, a 4-year bachelor's degree program, prepares students to become skilled professionals in expanding local, regional, national and global hospitality industries, including restaurants, hotels, resorts, fitness centers, spas and more. Gallatin College's Culinary Arts Associate of Applied Science (AAS) degree is a 65-credit offering. The coursework is a traditional culinary arts curriculum alongside unique offerings that are well aligned with Montana's food culture and strong tourism industry. This degree will lead to a variety of culinary and food service positions in our local food services industry.

**Friends of Big Sky Education Scholarship Program** support. This past year, the Friends of Big Sky Education (FOBSE) created 28 scholarships for the 17 seniors in the 2017 graduating class of Lone Peak High School. Through \$45,000 in donations from 100 individuals, eight businesses, four foundations and four organizations. The BSSD#72 increasing enrollment and graduating class size, which is up from eight in 2016, is projected to be at 23 for the 2018 academic year. The 2017 scholarships ranged from \$500 to \$5,000. Future programs with BSSD#72 and Lone Peak High School specifically will be explored as we jointly look to prepare our children to enter the workforce of tomorrow.

The importance of leadership development programs is massive and critical for a business' long-term success. Jack Welch, former CEO of General Electric once said, *"My main job was developing talent. I was a gardener providing water and other nourishment to our top 750 people. Of course, I had to pull out some weeds, too."* The Big Sky Chamber recognizes this and the deficit facing businesses in Big Sky not only with retirement of Baby Boomers from the workforce, but also due to impacts such as the lack of affordable workforce housing. In 2017, the **Big Sky Chamber Young Professionals** was born. This leadership development program was created to foster growth and community engagement within the next generation of local leadership, and includes but is not limited to, a bi-annual mentorship opportunity with a pool of extremely successful business leaders from throughout the greater Big Sky area. The goal moving forward is to expand our efforts by curating and launching **Leadership Big Sky**. Participants will be selected via an application process and must have employer approval to attend the nine full-day monthly sessions from September through June. Sessions will explore topics that include, but are not limited to, Big Sky's local governance operating framework, public funding, housing, water, transportation/transit, health, education, tourism/outdoor recreation, regionalism, nonprofit sector and the idea of community trusteeship, and the effect these have on the local economy, jobs and quality of life.

Non-profits comprise 10% of the Big Sky Chamber's membership base. Therefore, the **Non-Profit Leadership Roundtable (NPLR)** series was created. Occurring on a quarterly basis, the NPLR aims to provide access to educational resources for non-profit leaders and their boards. The community of Big Sky has a thriving group of non-profit organizations with hundreds of volunteers that fill in the gaps of community services which are not currently addressed by either Big Sky's "public" or private sectors. It is this vital Third Sector which has oftentimes helped drive economic development in Big Sky and allowed it to grow as a community in the absence of a local municipality.

The **Entrepreneurial Speaker Series**, in partnership with Montana State University – Bozeman, brings notable entrepreneurial leadership to the stage in Big Sky to offer their valuable insight and experience to our growing business community. This series that began in FY 18 was a rousing success and is slated to continue into FY19.

Recruitment is a constant state-of-being for Big Sky businesses. Quality workforce is integral to a healthy Big Sky, so the Big Sky Chamber has embarked on a new collaboration with Work Spot MT to provide valuable recruiting resources and statewide business insight to members. **WorkSpotMT.com** is a statewide, centralized hub for professionals already living in Montana or those looking to get here to find top career opportunities across the state, learn about the diverse and impressive companies growing in Montana communities and easily keep a pulse on Montana business and resources.

Another issue facing our business community is that of employee mental health, substance abuse, and dependency. This impacts an employee's ability to do his/her job and a business's ability to run the most effectively. As community champions and conveners, the Big Sky Chamber will begin investigation into this area to understand how to address it.

### III. Facilitating Local Governance

As an unincorporated, census-designated place (CDP) that straddles Gallatin and Madison Counties with seven special districts, Big Sky suffers from a structural deficit in terms of an operating framework to better facilitate more efficient and effective local governance. The Big Sky Chamber for years, has attempted to address this deficit by acting as a convener and collaborator with and for other community organizations, our local government representatives from both counties, and residents. Previously, these attempts have been ad hoc and speak to the survival mode of recent years past, often resulting in another organization's urgency becoming the Big Sky Chamber's emergency to facilitate the critical community-wide dialogue.

As the Big Sky Chamber moves to a more strategic, purpose-driven operating structure, formalized systems have been put in place to better facilitate relationship-building between the Big Sky community and its elected officials on the local, state and federal level. An example of this is **Eggs & Issues | Gallatin-Madison Joint County Commission Meetings**. This bi-annual meeting is a two-part forum. First, *Eggs & Issues* brings to light a specific issue challenging the Big Sky Community within the Big Sky Chamber's Strategic Priorities. Immediately following, the Gallatin-Madison Joint County Commission Meeting is held wherein Big Sky leaders inform the community's two local governing bodies about relevant and timely issues to facilitate better local governance.

A new relationship with Dan Clark, Director of the Montana State University Extension Local Government Center has been established. At the request of the Big Sky Chamber Board of Directors, the Center is reviewing various statutory options available in the Montana Code Annotated and their applicability to the Big Sky community to formalize an areawide governance structure that facilitates a collective representative voice for Big Sky.

#### **IV. Encouraging Community Infrastructure Investment**

Transportation (Roads, Air, Transit), Housing, Water, Energy, Telecommunications, and The Corner Property

The perfect illustration of this is the recent \$10.3 million TIGER Grant award to Gallatin County and the Big Sky community. It celebrates the POWER OF PARTNERSHIP, and its ability to create success. The Big Sky Chamber was entrusted to be the catalyst in addressing the Transportation/Transit infrastructure challenge on behalf of the Big Sky Community dating back to the initial community forums in association with MSU's Western Transportation Institute in January / February 2016.

Following those, a scope of work was drafted, and funding sought by the Big Sky Chamber from the BSRAD Resort Tax Board and both Gallatin and Madison Counties to have a study conducted to identify the magnitude of challenges facing MT Hwy 64, and as an ancillary, US Hwy 191. Sanderson Stewart was hired, the study conducted with input from both counties and MDT throughout the process, and upon completion, adoption by both counties to their growth plans. This was done in parallel to the Big Sky Community Organization undergoing its Master Trails Plan process which contributed to the pedestrian safety aspect of the grant. With relevant data in hand, it was then possible to apply for the Federal TIGER Grant in October 2017, for the second time, the first having been back in 2014. The Western Transportation Institute wrote the grant with additional analysis provided by Sanderson Stewart, thanks to incremental funding from both public and private entities. On March 6, 2018 Big Sky received the announcement by Senator Steve Daines that the grant had been awarded. Again, to the POWER OF PARTNERSHIP. The Big Sky Chamber will continue to work in this manner on other infrastructure related challenges.

In November 2016, the Big Sky Chamber hosted its first **Community-Building Forum**. A town hall forum in which community stakeholders including Big Sky School District #72, Big Sky Medical Center and Big Sky Community Organization, convened with local developers like Big Sky Resort, Cross Harbor Capital Partners, and Big Sky Town Center to share their future community development and plans for growth. This event will become an annual franchise for the Big Sky Chamber beginning again in 2018 to keep the greater Big Sky community informed about its future.

#### **OPERATIONS & ADMINISTRATION (\$272,200)**

##### **OPERATIONS**

Primary Operations expenses consist of Building, Rent and Utilities, Insurance for Streetscape Lighting and Gateway Amenities, and miscellaneous office Supplies.

The current ideal Gateway location of the Big Sky Chamber offices, in addition to Visit Big Sky and its operation of the Big Sky & Greater Yellowstone Visitor Information Center at 55 Lone Mountain Trail remains the same at present, however the property has recently been acquired and will come under new ownership. The Big Sky Chamber has been working with the property's listing agent to ensure that the new owner is made aware of the two organizations' desire for long-term tenancy and potential public-private partnerships to improve and enhance what is the equivalent to the front door to the Big Sky community. Being that the Big Sky Chamber/VBS are on a month-to-month lease, preliminary conversations with the potential owner through a third party indicate that the organizations will be permitted to stay for an indeterminate amount of time, but that a rent increase to reflect a more competitive market rate is likely. This projected 50% increase in rent is a big part of the increased Operations Expense in this budget over FY18.

Over the past three years, the Big Sky Chamber has installed fourteen street lamp posts with brackets for banners and/or holiday-themed decorations. These visually enhance the streetscape entranceway to Big Sky promoting the area's economic vitality, while at the same time creating safer, more attractive streets for our residents, businesses and visitors. These banners are changed out three times a year to coincide with the

summer and winter seasons, as well as the December/New Year holiday time-period. The monies requested are to cover these expenses. The Maintenance Fund to repair/replace Wayfinding Signage, Lighting and/or Gateway Amenities in the right-of-way as legally required by the Montana Department of Transportation remains fully funded at \$36,000. Therefore, the Big Sky Chamber is not requesting any Maintenance Funds for the upcoming fiscal year.

#### **ADMINISTRATION**

Primary Administration expenses include Salary, Benefits and Payroll Taxes. The Big Sky Chamber employs 2.88 FTEs: .5 CEO, .5 Compliance Manager, 1.0 Director of Membership Sales, .5 Marketing Manager and .38 Graphic Designer to serve the Big Sky community and its expanding membership base in pursuit to deliver upon its mission. Private Revenue sources support the balance of Big Sky Chamber Operations & Administration expenses in the amount of \$246,700.

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

Yes.

**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)**

Yes, the Big Sky Chamber serves the greater community including our 400+ member businesses and their thousands of employees, Big Sky residents and visitors. Again, people work for communities not companies and for businesses to be successful the community needs to be healthy, so Our Community. Our Business.

#### **5) Promote tourism development, help make Big Sky a world class resort community and increase the visitor experience and/or increase resort tax revenue? (50 words max)**

Yes, the Big Sky Chamber is the voice of its 400+ member businesses, many/most of which are tourism-related. Tourism is the #1 private industry driving the Big Sky economy and #2 for the state of Montana. As the 5<sup>th</sup> largest MT Lodging Facility Use Tax collector behind Billings, West Yellowstone, Missoula, and Bozeman, Big Sky is an engine for directly driving increased Resort Tax revenues.

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

Yes, our mission is to serve as the voice of business, championing a healthy economy and working collaboratively with community stakeholders as a catalyst to improve the overall quality of life in the region. One of our Strategic Priorities is Investment in Community Infrastructure be it intellectual, financial and/or capital, as it relates to Transportation (Air/Roads/Transit), Energy, Housing, Water, Telecommunications and The Corner Property.

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

The Big Sky Chamber in its role as impartial convener and collaborator addresses critical issues impacting the Big Sky community by continually working with the seven special districts that comprise Big Sky, Gallatin and Madison Counties, 100+ Home Owners' Associations, numerous NGOs, our Gallatin Corridor partners including Bozeman, Belgrade, Bozeman Yellowstone International Airport and Montana State University, US Forest



Service, West Yellowstone, Yellowstone National Park, and our state and federal governmental agencies and representatives to improve the overall quality of life in the region.

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

Big Sky has no centralized local municipality function as an unincorporated, census-designated place straddling the Gallatin/Madison county line, with seven designated districts. The Chamber's role in that is of an impartial convener, collaborator, and champion contributing to the work of these organizations constituting our own unique form of local government. Local Governance Facilitation is one of the Big Sky Chamber's Strategic Priorities.

**9) What is your entity most proud of accomplishing? (100 words max)**

The Big Sky Chamber is most proud of its role in the Big Sky community's receipt of the \$10.3 million Federal TIGER Grant in partnership with Gallatin County which will address significant transportation and pedestrian safety issues on MT Highway 64 and improve public transit between Belgrade, Bozeman and Big Sky on US 191. Work spanning years together with the Big Sky Transportation District, MSU Western Transportation Institute, Sanderson Stewart, Big Sky Community Organization, MDT, Gallatin and Madison Counties with financial support from the Big Sky Resort Tax Board led to this TRANSFORMATIVE gift...here is to the POWER OF PARTNERSHIP!!!

Provide the following financial documents:

10) Copy of the entity's complete operating budget for the period 07/01/18 through 06/30/19.

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) 01/01/2018 through 12/31/2018 and 2) 01/01/2019 through 12/31/2019.

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

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

13) 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.

**TOTAL ORGANIZATIONAL BUDGET FOR THE YEAR \$** 928,500

*(Include all organization projects and programs, not only those requesting Resort Tax funding. This number should match the organization's Revenue from Profit and Loss Report)*

PRINCIPLE	ITEM	AMOUNT	PERCENTAGE
Revenue	Request from Resort Tax	409,200	44%
	Other Public Grants	120,200	13%
	Private Donor Contributions (not including In-kind)	218,500	24%
	Fundraising Events	15,000	1%
	Revenue Other*	157,200	17%
	<b>Sub Total Revenue</b>	920,100	99%
	Private Donor Contributions In-kind	8,400	1%
	<b>Total Revenue</b>	928,500	100%
Expenses	<b>Personnel:</b>		
	7.25 # of FTE Paid Personnel		
	0 # of FTE Contract Personnel		
	Do not include volunteer time		
	(in the amount column include the total expense including salary, benefits and payroll taxes)		
	Operations	263,900	28%
	Programming	133,000	15%
	Expenses Other**	10,400	1%
	<b>Total Expenses</b>	926,000	100%
Capital Expenditures	<b>Total Capital Expenditures</b>	0	%
Income	<b>Net Income</b>	2,500	.3%

\*Revenue Other: Non-Dues revenue \$3,300 and Management Fee income \$153,900

\*\*Expenses Other: Tourism Matters \$2,000 and In-Kind \$8,400

Clarifications you'd like to provide regarding the information on this page: \_\_\_\_\_

<b>RESERVES: Capital, Programming and/or Operating</b>	<b>On Hand Restricted**</b>	400,986
	<b>On Hand Unrestricted**</b>	21,204
	<b>Goal (if currently no reserves)</b>	

**\*\*Purpose of Restricted and Unrestricted Capital Reserves:** Restricted on hand funds to maintain Wayfinding

Signage in Big Sky and Board Designated funds for permanent location for Chamber Office.

**TOTAL CASH FLOW 3-YEAR REQUIREMENT**

*(Include all organization projects and programs, not only those requesting Resort Tax funding)*

ITEM	This Current Application's Request from Resort Tax	2020	2021	Total Cash Flow 3-Yr Requirement
Personnel: Paid and/or Contract (include salary, benefits and payroll taxes; do not include volunteer time)	518,700	544,600	571,850	1,635,150
Total # of FTE Personnel	7.25	7.25	7.25	NA
Operations	263,900	277,100	291,000	832,000
Programming	133,000	200,000	225,000	558,000
Capital Expenditures	0	0	0	0
Other*	10,400	10,400	10,400	31,200
<b>Total</b>	<b>926,000</b>	<b>1,032,100</b>	<b>1,098,250</b>	<b>3,056,350</b>

<b>RESORT TAX REQUEST</b>	409,200	502,100	554,350	1,465,650
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**Describe financial increases and decreases and the projects for which resort tax funds may be requested.**

**2020** Funding increases in 2020 are for cost of living raises for staff and an increase in programming expenses.

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**2021** Funding increases in 2021 are for cost of living raises for staff and additional programming expenses.

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**\*Other Description** \_\_\_\_\_

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Big Sky Chamber of Commerce  
 Profit & Loss Budget Overview  
 July 2018 through June 2019

	<u>Jul '18 - Jun 19</u>
Ordinary Income/Expense	
Income	
100 · MEMBERSHIP REVENUES	200,500.00
130 · EVENTS	15,000.00
135 · PROGRAM INCOME	3,000.00
136 · FUNDRAISING INCOME	15,000.00
140 · GOVERNMENTAL SOURCES	529,400.00
170 · NON-DUES REVENUE	2,000.00
190 · OTHER INCOME	<u>163,600.00</u>
Total Income	<u>928,500.00</u>
Gross Profit	928,500.00
Expense	
200 · ADMIN & OPERATIONS	689,200.00
300 · ADVERTISING & PROMOTION	31,900.00
400 · DUES TO OTHER ORGANIZATIONS	6,250.00
500 · EDUCATION	3,000.00
595 · PUBLIC AFFAIRS/EVENTS	23,500.00
600 · ORGANIZATIONAL CAPACITY BUILDIN	4,500.00
610 · ADVOCACY/GOVT AFFAIRS	17,500.00
620 · GOVERNANCE FACILITATION	8,000.00
630 · INFRASTRUCTURE	23,000.00
640 · POSITIVE BUSINESS CLIMATE	84,500.00
680 · LOBBYING	2,000.00
700 · FUNDRAISING	15,000.00
800 · MAINTENANCE & REPAIR	2,000.00
900 · UTILITIES	<u>7,200.00</u>
Total Expense	<u>917,550.00</u>
Net Ordinary Income	10,950.00
Other Income/Expense	
Other Expense	
In-Kind Expenses	8,400.00
Income Tax Expense	50.00
Memberships written-off	<u>0.00</u>
Total Other Expense	<u>8,450.00</u>
Net Other Income	<u>-8,450.00</u>
Net Income	<u><u>2,500.00</u></u>

12:50 PM

04/20/18

Accrual Basis

# Big Sky Chamber of Commerce

## Profit & Loss

July 2016 through June 2017

	<u>Jul '16 - Jun 17</u>
Ordinary Income/Expense	
Income	
100 · MEMBERSHIP REVENUES	189,618.54
130 · EVENTS	17,722.62
135 · PROGRAM INCOME	7,465.00
136 · FUNDRAISING INCOME	14,347.92
140 · GOVERNMENTAL SOURCES	401,424.03
170 · NON-DUES REVENUE	75,249.00
190 · OTHER INCOME	<u>9,625.97</u>
Total Income	<u>715,453.08</u>
Gross Profit	715,453.08
Expense	
200 · ADMIN & OPERATIONS	406,000.53
300 · ADVERTISING & PROMOTION	176,013.59
400 · DUES TO OTHER ORGANIZATIONS	1,934.00
500 · EDUCATION	2,094.00
595 · PUBLIC AFFAIRS/EVENTS	11,752.30
600 · ORGANIZATIONAL CAPACITY BUILDIN	5,873.19
640 · POSITIVE BUSINESS CLIMATE	4,911.97
700 · FUNDRAISING	7,289.60
800 · MAINTENANCE & REPAIR	95.00
900 · UTILITIES	<u>6,825.92</u>
Total Expense	<u>622,790.10</u>
Net Ordinary Income	92,662.98
Other Income/Expense	
Other Expense	
Depreciation	3,821.00
In-Kind Expenses	8,350.00
Income Tax Expense	405.00
Memberships written-off	<u>816.97</u>
Total Other Expense	<u>13,392.97</u>
Net Other Income	<u>-13,392.97</u>
Net Income	<u><u>79,270.01</u></u>

Big Sky Chamber of Commerce  
Statement of Activities - Budget vs. Actual  
July 2016 through June 2017

	Jul '16 - Jun 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
10 · Beginning Fund Balance	0.00	8,000.00	-8,000.00	0.0%
100 · MEMBERSHIP REVENUES	189,618.54	149,733.00	39,885.54	126.6%
130 · EVENTS	17,722.62	12,000.00	5,722.62	147.7%
135 · PROGRAM INCOME	7,465.00	6,700.00	765.00	111.4%
136 · FUNDRAISING INCOME	14,347.92	18,000.00	-3,652.08	79.7%
140 · GOVERNMENTAL SOURCES	401,424.03	334,500.00	66,924.03	120.0%
170 · NON-DUES REVENUE	75,249.00	89,500.00	-14,251.00	84.1%
190 · OTHER INCOME	9,625.97	35.00	9,590.97	27,502.8%
Total Income	715,453.08	618,468.00	96,985.08	115.7%
Gross Profit	715,453.08	618,468.00	96,985.08	115.7%
Expense				
200 · ADMIN & OPERATIONS	406,000.53	416,961.00	-10,960.47	97.4%
300 · ADVERTISING & PROMOTION	176,013.59	155,100.00	20,913.59	113.5%
400 · DUES TO OTHER ORGANIZATIONS	1,934.00	1,820.00	114.00	106.3%
500 · EDUCATION	2,094.00	1,800.00	294.00	116.3%
595 · PUBLIC AFFAIRS/EVENTS	11,752.30	5,200.00	6,552.30	226.0%
600 · ORGANIZATIONAL CAPACITY BUI...	5,873.19	9,000.00	-3,126.81	65.3%
640 · POSITIVE BUSINESS CLIMATE	4,911.97	2,000.00	2,911.97	245.6%
700 · FUNDRAISING	7,289.60	8,500.00	-1,210.40	85.8%
800 · MAINTENANCE & REPAIR	95.00	0.00	95.00	100.0%
900 · UTILITIES	6,825.92	9,900.00	-3,074.08	68.9%
Total Expense	622,790.10	610,281.00	12,509.10	102.0%
Net Ordinary Income	92,662.98	8,187.00	84,475.98	1,131.8%
Other Income/Expense				
Other Expense				
Depreciation	3,821.00	0.00	3,821.00	100.0%
In-Kind Expenses	8,350.00	0.00	8,350.00	100.0%
Income Tax Expense	405.00	0.00	405.00	100.0%
Memberships written-off	816.97	6,000.00	-5,183.03	13.6%
Total Other Expense	13,392.97	6,000.00	7,392.97	223.2%
Net Other Income	-13,392.97	-6,000.00	-7,392.97	223.2%
Net Income	79,270.01	2,187.00	77,083.01	3,624.6%



Big Sky Chamber of Commerce  
Statement of Financial Position  
As of June 30, 2017

	Jun 30, 17
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
American Bank Account (Sale of Old Location)	225,003.10
FSB- RESTRICTED- Wayfind Maint.	32,085.65
Petty Cash Chamber	150.00
BSW/ · Operating (Big Sky Western Bank)	152,285.26
Total Checking/Savings	409,524.01
Accounts Receivable	
Accounts Receivable	24,985.75
Total Accounts Receivable	24,985.75
Other Current Assets	
A/R Other	3,160.00
Prepaid Fed Income Tax	2,323.00
Prepaid Insurance	2,240.86
Total Other Current Assets	7,723.86
Total Current Assets	442,233.62
Fixed Assets	
Accumulated Depreciation	-27,790.00
Equipment	32,217.55
Total Fixed Assets	4,427.55
<b>TOTAL ASSETS</b>	<b>446,661.17</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	4,573.36
Total Accounts Payable	4,573.36
Other Current Liabilities	
Accrued Liabilities	938.15
Deferred Revenue Dues	18,110.75
Payroll Liabilities	849.07
Total Other Current Liabilities	19,897.97
Total Current Liabilities	24,471.33
Total Liabilities	24,471.33
Equity	
Designated Assets-VIC Relocate	299,150.00
Net Assets	11,684.18
Wayfind -Restricted Net Assets	32,085.65
Net Income	79,270.01
Total Equity	422,189.84
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>446,661.17</b>

## Big Sky Chamber of Commerce

## Profit &amp; Loss

July 2017 through March 2018

	<u>Jul '17 - Mar 18</u>
Ordinary Income/Expense	
Income	
100 · MEMBERSHIP REVENUES	165,356.25
130 · EVENTS	2,415.00
135 · PROGRAM INCOME	12,515.00
136 · FUNDRAISING INCOME	15,875.00
140 · GOVERNMENTAL SOURCES	281,897.22
170 · NON-DUES REVENUE	750.00
190 · OTHER INCOME	<u>38,072.81</u>
Total Income	<u>516,881.28</u>
Gross Profit	516,881.28
Expense	
200 · ADMIN & OPERATIONS	323,187.61
300 · ADVERTISING & PROMOTION	14,769.77
400 · DUES TO OTHER ORGANIZATIONS	3,204.00
500 · EDUCATION	1,203.00
595 · PUBLIC AFFAIRS/EVENTS	7,656.24
620 · GOVERNANCE FACILITATION	2,163.54
640 · POSITIVE BUSINESS CLIMATE	10,017.02
680 · LOBBYING	2,000.00
700 · FUNDRAISING	11,067.05
800 · MAINTENANCE & REPAIR	105.55
900 · UTILITIES	<u>5,618.19</u>
Total Expense	<u>380,991.97</u>
Net Ordinary Income	135,889.31
Other Income/Expense	
Other Expense	
Depreciation	3,245.00
Income Tax Expense	<u>50.00</u>
Total Other Expense	<u>3,295.00</u>
Net Other Income	<u>-3,295.00</u>
Net Income	<u><u>132,594.31</u></u>

Big Sky Chamber of Commerce  
Statement of Activities - Budget vs. Actual  
July 2017 through March 2018

	Jul '17 - Mar 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
100 · MEMBERSHIP REVENUES	165,356.25	198,200.00	-32,843.75	83.4%
130 · EVENTS	2,415.00	15,000.00	-12,585.00	16.1%
135 · PROGRAM INCOME	12,515.00	15,150.00	-2,635.00	82.6%
136 · FUNDRAISING INCOME	15,875.00	15,000.00	875.00	105.8%
140 · GOVERNMENTAL SOURCES	281,897.22	332,300.00	-50,402.78	84.8%
170 · NON-DUES REVENUE	750.00	7,000.00	-6,250.00	10.7%
190 · OTHER INCOME	38,072.81	44,000.00	-5,927.19	86.5%
Total Income	516,881.28	626,650.00	-109,768.72	82.5%
Gross Profit	516,881.28	626,650.00	-109,768.72	82.5%
Expense				
200 · ADMIN & OPERATIONS	323,187.61	490,800.00	-167,612.39	65.8%
300 · ADVERTISING & PROMOTION	14,769.77	33,300.00	-18,530.23	44.4%
400 · DUES TO OTHER ORGANIZATIONS	3,204.00	2,300.00	904.00	139.3%
500 · EDUCATION	1,203.00	3,000.00	-1,797.00	40.1%
595 · PUBLIC AFFAIRS/EVENTS	7,656.24	39,000.00	-31,343.76	19.6%
600 · ORGANIZATIONAL CAPACITY BUI...	0.00	5,500.00	-5,500.00	0.0%
620 · GOVERNANCE FACILITATION	2,163.54	1,000.00	1,163.54	216.4%
640 · POSITIVE BUSINESS CLIMATE	10,017.02	14,200.00	-4,182.98	70.5%
680 · LOBBYING	2,000.00	2,000.00	0.00	100.0%
700 · FUNDRAISING	11,067.05	12,500.00	-1,432.95	88.5%
800 · MAINTENANCE & REPAIR	105.55	0.00	105.55	100.0%
900 · UTILITIES	5,618.19	11,100.00	-5,481.81	50.6%
Total Expense	380,991.97	614,700.00	-233,708.03	62.0%
Net Ordinary Income	135,889.31	11,950.00	123,939.31	1,137.1%
Other Income/Expense				
Other Expense				
Depreciation	3,245.00	0.00	3,245.00	100.0%
In-Kind Expenses	0.00	8,400.00	-8,400.00	0.0%
Income Tax Expense	50.00	0.00	50.00	100.0%
Total Other Expense	3,295.00	8,400.00	-5,105.00	39.2%
Net Other Income	-3,295.00	-8,400.00	5,105.00	39.2%
Net Income	132,594.31	3,550.00	129,044.31	3,735.1%

**Big Sky Chamber of Commerce**  
**Statement of Financial Position**  
As of March 31, 2018

	Mar 31, 18
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
American Bank Account (Sale of Old Location)	227,078.92
FSB- RESTRICTED- Wayfind Maint.	31,835.65
Petty Cash Chamber	150.00
BSW/ · Operating (Big Sky Western Bank)	294,068.29
Total Checking/Savings	553,132.86
Accounts Receivable	
Accounts Receivable	15,730.00
Total Accounts Receivable	15,730.00
Total Current Assets	568,862.86
Fixed Assets	
Accumulated Depreciation	-31,035.00
Equipment	32,217.55
Total Fixed Assets	1,182.55
<b>TOTAL ASSETS</b>	<b>570,045.41</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	2,292.77
Total Accounts Payable	2,292.77
Other Current Liabilities	
Accrued Liabilities	650.00
Deferred Revenue Dues	12,125.00
Payroll Liabilities	193.49
Total Other Current Liabilities	12,968.49
Total Current Liabilities	15,261.26
Total Liabilities	15,261.26
Equity	
Designated Assets-VIC Relocate	369,150.00
Net Assets	21,204.19
Wayfind -Restricted Net Assets	31,835.65
Net Income	132,594.31
Total Equity	554,784.15
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>570,045.41</b>