

# RESORTTAX

— BUILDING BIG SKY SINCE 1992 —

## 2018-2019 APPLICATION FOR RESORT TAX FUNDS

Applicant's Official Name: Big Sky Skating and Hockey Association, Inc.

Project Name: BSSHA Operation and Capital Improvement Project

Address: P.O. Box 160406

Representative: Ryan Blechta, President

Telephone: 406-539-4405 Email: rblechta@hotmail.com


Project Start Date: July 1, 2018 Project Completion Date: June 30, 2019

Total Funds Requested \$ 374,571

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>5000</u>	<u></u>	<u>60,000</u>	<u>255,071</u>	<u>9000</u>	<u>12,500</u>
	Jan '19	Feb '19	Mar '19	Apr '19	May '19	Jun '19 or later
Payment Request \$	<u>11,500</u>	<u>11,500</u>	<u>11,500</u>	<u>3500</u>	<u></u>	<u></u>

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

  
Signature

Ryan Blechta  
Printed Name

President  
Title (Board Chair or Governing Officer)

4/30/18  
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 Skating and Hockey Association is a Montana non-profit entity that was incorporated in 2010 and achieved 501 (c)(3) status from IRS in 2012. Our goals are to provide an ice skating facility for Big Sky along with equipment, programming, and marketing and education for ice sports and activities. We seek to provide these at a reasonable cost and to add to the recreational options for both residents and visitors. Our goal has been to continually add to and improve the quality of our facilities and eventually have a permanent location with a refrigeration system for our ice. We do not have any employees, but do hire independent contractors for maintenance, snow removal, rink management, and specialty tasks like electrical and plumbing work, and equipment repair. We have previously provided copies of our Articles of Incorporation and our IRS letter regarding our 501(c)(3) status.

- 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.**

Our current request is for funds to help us in multiple areas: (1) Operating Expense Assistance (2) Funds to help us acquire a newer Zamboni, and (3) Funds for refrigeration of our ice facility. The largest part of our request will be contingent upon the BSSHA completing certain fundraising objectives.

A. OPERATIONS EXPENSE ASSISTANCE: \$68,071 (of which \$22,000 is contingent)

- As in the past, the BSSHA needs assistance from the Resort Tax in order to properly operate its rinks and provide programming to Big Sky residents and visitors—most of which is provided for little or no charge. Although we rely heavily upon volunteer labor, we do need to hire contract labor and rent equipment in order to provide a high quality operation. Because of the heavy use of our rink, we had to revamp our operation last year to make sure that, to the extent possible, snow falls did not cause us to delay opening. It should be noted that since, 2012, Resort Tax's percentage of our annual budget has steadily declined from 80% to 50%. Here are the areas where we need assistance:

1. Contract Labor Assistance: \$19,500

We hire contract labor for snow removal and general maintenance of the rink. Because of heavy usage of our rink and higher than average amounts of snow, we needed more help this year than we had budgeted. The above amount is what we project our costs to be and is only slightly higher than what we obtained from Resort Tax last year.

2. Operating Expense \$14,000

As in previous years, we would like assistance with some of our operation expenses. Operating expenses include money spent for equipment rentals (e.g. warming hut and porta potty), utilities, miscellaneous supplies, maintenance of equipment, insurance, marketing/computer/office supplies, storage expense, professional costs. Our request is for approximately 71% of our actual operations costs.

3. Programming Assistance: \$12,571

This assistance is to help us acquire or replace equipment needed for our programs, including the following:

- a. \$3500 for equipment for youth programs: Most of the participants in our youth programs are the children of full-time residents in Big Sky who work in local businesses or the resorts. Since the median family income of full-time resident is around \$52,000, we believe that it has always been important for us to keep the costs of our children's programs as low as possible. One way we have accomplished this goal has been by purchasing skates and hockey equipment that we use can then make available to local children at little or no charge. We haven't requested funds for this aspect of our operations for several years, but now need assistance to be able to replace some of the worn equipment that we have made available in the past.
- b. \$8571 for Curling Stones. Last year, Resort Tax provided the BSSHA with \$6490 to help us start a curling program. Thanks to this support, and a grant from a local foundation, the BSSHA was able to acquire the equipment needed to operate a

curling program during the 2017-18 Season. The program was so successful that we did not have room for everyone who wanted to sign up. Although the funds we raised enabled us to purchase some of the equipment needed for our program, we had to spend over \$2000 to lease curling stones for the Season. To reduce or eliminate those leasing costs, we would like to purchase as many of the curling stones as possible. It also creates the possibility of additional revenue because, if we own our curling stones, we may be able to obtain sponsorships for those stones. We view this purchase as a capital item because curling stones have a useful life of 20-30 years. The cost to purchase all of the stones is \$18,571 and we are requesting that the Resort Tax provide us with \$8,571 towards that amount. We are already engaged in efforts to raise the other \$10,000 from other sources.

c. \$500 for Broomball Equipment We need \$500 to obtain some additional equipment for our broomball equipment. The broomball sticks that we most recently purchased did not hold up well and we would like funds to replace them.

4. \$22,000 for Special Operations Expense: The BSSHA is still raising funds towards obtaining a refrigeration system for their rink. We believe that we have an excellent chance of raising the remaining portion of the money we originally needed to obtain a match from Resort Tax, but that likely means that all money we raise in the coming year will need to go for that purposes. As a result, if BSSHA raises the money required to make this capital expense, they will then need money to help with the increased energy costs associated with operating a refrigeration system. Thus, this amount is contingent upon the BSSHA obtaining the remaining funds needed to purchase its portable refrigeration system prior to the 2018-19 Season. This is viewed as a "Special Operations Expense" because, in future years, when we no longer be raising funds to achieve most of our capital needs, we expect our normal fundraising will cover most, if not all, of these increased energy costs.

#### B. ZAMBONI REPLACEMENT: \$15,000

We would like for the Resort Tax to provide the BSSHA with \$15,000 towards the \$30,000 we believe the BSSHA will need to spend to purchase a replacement Zamboni. A Zamboni is used to properly maintain and condition ice surfaces. It is an essential piece of equipment for any ice rink that wants to have quality ice conditions. We would like to purchase a Zamboni for the following reasons:

(1) Our current Zamboni is 41 years-old and, though working, it is clearly on its last legs and it is only a matter of time before it cannot operate. This is a serious problem because the lack of an operating Zamboni would effectively shut down our rink in the middle of our season for a considerable period of time since we would not be able to provide quality of ice needed to properly conduct our programs.

(2) A newer Zamboni is also likely to reduce our annual costs for Zamboni maintenance. Because parts for the Zamboni are no longer available, we have needed to fabricate new parts, which is difficult and expensive to arrange.

(3) The frame of our current Zamboni has a permanent tilt that prevents us from creating the more precise quality surface needed for curling, which is revenue producer for our programs.

A new, full-sized Zamboni can cost close to \$100,000 but our plan is to purchase a used Zamboni of a much more recent vintage that will be far more suitable to our rink than the current one. We believe that, for about \$30,000, we can obtain a Zamboni that is approximately 15 years old, in good mechanical condition, and with a relatively low amount of user hours to-date. This will provide a significant upgrade compared to what we currently have that will likely last a minimum of 10-15 years.

The \$15,000 we are requesting from Resort Tax is only part of what we will be spending to purchase the replacement Zamboni. The remaining funds needed will come from other sources.

### C. REFRIGERATION PROJECT: Funding of \$291,500

In June of 2016, the Resort Tax Board agreed to provide the BSSHA with a dollar-for-dollar matching grant that would enable the BSSHA to obtain refrigeration for its main ice rink. The original plan was for a portable refrigeration system that had a projected cost of \$223,000, with Resort Tax's share not to exceed \$111,500. The Resort Tax Board agreed to a rollover of that match in June 2017. We are now making a revised proposal.

To date, we have raised approximately \$60,000 of our \$111,500, but have reason to believe that we can raise the remaining amounts in the coming months. In conversations with potential large donors, we have concluded that some potential major gift donors are unwilling to donate until we first obtain a permanent site and have our rink be part of a more comprehensive recreation plan. We have been informed by the Big Sky Community Organization that they will soon control four sites that will be part of their recreational plan, which is due to be completed in late June, and that the BSSHA will be provided with two permanent sites for refrigerated ice rinks, each with a a different goal. According to the Plan, the first of those sites will be in the Town Center Park, where our rink is now located, with the idea of having that rink continuing to operate on a seasonal basis using a portable refrigeration system. This will allow the park to be shared with the Arts Council for concerts. There seems to be general agreement among the BSCO, the BSCO's consultant, the Simkins family, and others community organizations involved in the process, that having an ice rink in its current location in the Town Center Park is highly beneficial to the Big Sky Community. As a result, irrespective of where and when Big Sky later has a second refrigerated rink, the consensus is that the BSSHA should be provided with a long-term lease that will allow them to operate a seasonal ice arena in the Town Center Park. It should be noted that per the plan, the BSCO hopes to raise money from private donors for a small building needed by the Arts Council which could also be used by the BSSHA as a changing/warming area for the seasonal ice rinks, thereby eliminating one of the BSSHA's annual expenses.

Our revised refrigeration project involves spending \$403,000 to purchase a refrigeration system for the BSSHA's seasonal rink. We propose that \$111,500 come from the BSSHA (the same amount we were going to provide under the original proposal) and Resort Tax will provide funding for the other \$291,500. The first dollars for the project would come from the BSSHA.

The current proposal obviously involves spending more than we budgeted in our 2016 refrigeration proposal. Although prices have somewhat increased over what they were when we made our original refrigeration proposal in 2016, the main difference is that we are asking for sufficient funding to enable to have the chiller/pump components of the refrigeration system be new (the 2016 proposal assumed a used chiller/pump system). Although a new chiller/pump system is more expensive, we believe it is better for the Community to obtain a new chiller/pump system that is more likely to last for a long time rather than a used one. The cost shown in our new proposal is also larger than the previous one because we've learned that our original proposal failed to include some significant items that should have been in the original cost estimates. This includes such things as preparing the site, installing piping from the chiller to the refrigeration mats at the rink, adding and charging coolant needed for the system to operate, certain materials and labor used in this preparation, use of heavy equipment to put the chiller and pump in place, and involvement of a person from the manufacturer who is needed to supervise the initial installation and train BSSHA people to set up and take down the refrigeration mats. Though our current proposal is more substantial than the earlier one it will result in a better, long-term system.

Note that the budget for the refrigeration project is set forth separately from the BSSHA's Operating Budget. This will make it easier for the Resort Tax Board to project what it will spend in the event we don't achieve our fundraising goals related to the match. Our goal, however, is to have the permanent site and raise the remaining part of our match in time to have the system delivered and available to the BSSHA for the 2018-19 Season.

#### Why the Request Should be Granted.

Our request should be granted because it helps Big Sky meet a community need. Big Sky is the only major ski resort town we know of in the U.S. which does not have a refrigerated ice rink. Having a refrigerated ice complex in Town Center is a game changer for Big Sky. Although the Big Sky Community Organization hasn't yet completed its study of the recreational needs for Big Sky, we have learned through the director of the BSCO that their likely recommendation will be that Big Sky eventually have two refrigerated rinks—a strong endorsement of the rinks and ice programs that the BSSHA provides. Having a portable refrigeration system in the Park will enable our Community to quickly provide one of the refrigerated rinks being recommended.

As indicated in our original proposal, refrigeration is a critical piece of a quality ice facility. It will increase the number of days that our rink operates because it will be less susceptible to temperature changes. It will also make it possible for the BSSHA to lengthen its skating season (starting possibly as early as October), which will eventually make it possible for youth hockey teams to start early enough and have reliable ice for long enough to be able to compete in Leagues in Bozeman or elsewhere in Montana. To the extent that this brings teams from outside Big Sky to our rink it will create the potential for more Resort Tax revenues (albeit small) from having those visitors. Also, it creates the possibility of having ice shows and possibly skating or hockey camps during the Summer months, which supports our hotels.

Requested Terms for the Project:

The BSSHA's original Refrigeration Project Proposal in 2016 (which was approved for a rollover in 2017) was in the form of a matching grant in which BSSHA was required to raise \$111,500 in order to receive matching amounts from Resort Tax. We propose that Resort Tax simply commit to funding the project, but with the condition that the BSSHA contribute \$111,500 to the Project before the BSSHA pays any portion of its \$291,500 share.

RECAP OF REQUESTED FUNDS:

Operations Expense Assistance:	\$68,071 (of which \$22,000 is contingent)
Zamboni Replacement:	15,000
Refrigeration Project:	\$291,500
TOTAL REQUEST OF RESORT TAX:	\$374,571

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

Yes. We operate our seasonal ice rinks and programs in Big Sky.

**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...

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

Yes. Our seasonal ice facilities are regularly used by residents, visitors, and employees of the Big Sky business community. It provides a low-cost activity, with related programming, for local residents, especially local children and their families. It benefits people of all ages.

**4) 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. Our seasonal facility and programming is popular with local residents, employees and visitors and has laid the groundwork for the kind of facility and programs that Big Sky previously lacked. We believe we do increase resort tax revenue because our rinks bring people to the Town Center, and also provides income to several local businesses who now rent skates.

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

Big Sky is currently one of the only major ski resorts that does not have a permanent, refrigerated ice facility and our proposal will help us add this important piece of infrastructure.

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

Yes. We have been working closely with the Big Sky Community Organization regarding the best place to locate a permanent site for our ice facilities and to devise a plan for funding our operations expenses in the future. A key component of raising the remaining funds needed for a matching grant from Resort Tax will be to have a permanent site for our ice rinks—which we expect to happen by the Fall of 2018.

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

Yes. Until the BSSHA started in 2010, Big Sky did not have an ice facility that could provide a quality ice surface for ice activities nor was their associated programming. Adding refrigeration with lengthen our season, allow for more consistent ice conditions, and create additional options for programming (including ice shows and instructional camps during the Summer).

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

We are most proud that, in partnership with Resort Tax and through support of individuals, businesses, foundations and government in and outside Big Sky, we have been able to incrementally create in Big Sky, at a low cost, many of the components of a first-class ice facility with associated programming. We're especially proud that, by building strong fundraising support from sources other than Resort Tax, we've also managed to steadily reduce Resort Tax's share of our annual budget (from 80% in 2012 to 50% projected in 2018-19).

**Provide the following financial documents:**

**9) 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.

**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.

**TOTAL ORGANIZATIONAL BUDGET FOR THE YEAR \$ \$121,221** (not including Refrigeration Budget)  
 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 *	61,071	50.4 %
	Other Public Grants	25,000	20.6 %
	Private Donor Contributions (not including In-kind)	20,000	16.5 %
	Fundraising Events	2,400	2.0 %
	Revenue Other	8,500	7.0 %
	<b>Sub Total Revenue</b>	116,971	96.5 %
	Private Donor Contributions In-kind	4,250	3.5 %
	<b>Total Revenue</b>	121,221	100% (the revenue line items above should total)
Expenses	Personnel: 0 _____ # of FTE Paid Personnel 1-2 _____ # of FTE Contract Personnel  Do not include volunteer time  (in the amount column include the total expense including salary, benefits and payroll taxes)	19000	33.1 %
	Operations	15,850	27.6 %
	Programming (mostly equipment acquisition)	22,571	39.3 %
	Expenses Other	0	0 %
	<b>Total Expenses</b>	57,421	100% (the expenses line items above should total)
Capital Expenditures	Add to Reserve For Refrigeration (Capital Expenditures)	33,800	52.6 %
	Zamboni Replacement	30,000	Of total revenues
Income	<b>Net Income</b>	0	%

**\*Revenue Other:** \* Estimate does not include funds that are part of the Refrigeration Campaign (over three years) except for funds obtained through normal fundraising. We anticipate that, to meet our match we will need to obtain at least two very large donations. See "Budget R+elated to Refrigeration Project" below for that portion of our budget.

**\*\*Expenses Other:** \*Estimate does not include funds that are part of Refrigeration Campaign (See Budget Related to Refrigeration Project for that information.

SEE SEPARATE PROJECTION RELATED TO REGRIGERATION PROJECT BELOW

**Clarifications you'd like to provide regarding the information on this page:** Our regular budget assumes normal fundraising that we can expect this year (including some special amounts that, in addition to Resort Tax, we hope to raise in order to purchase a replacement Zamboni and some important programming equipment. We felt it was important to do a separate budget for the Refrigeration Project because the funds needed and the expenditures to be made will not likely occur in the same fiscal year. For example, our goal is to raise money for the match during 2018-19, but spending the money may not occur until the Summer and Fall of 2019 or possibly as late as the Summer or Fall of 2020 (2020-21 Fiscal Year)

<b>RESERVES: Capital, Programming and/or Operating</b>	<b>On Hand Restricted**</b>	
	<b>On Hand Unrestricted**</b>	67,099
	<b>Goal (if currently no reserves)</b>	

**\*\*Purpose of Restricted and Unrestricted Capital Reserves:** Most is set aside for our refrigeration project. A smaller amount is an operation reserve.

**BUDGET RELATING TO REFRIGERATION PROJECT:**

Amounts previously raised and set aside for refrigeration	\$60,000
New amounts to be obtained by BSSHA from private donations (individuals, corporate, and foundations)	51,500
Resort Tax Match (for refrigeration system)	291,500
Special Operation Expense	22,000
<b>TOTAL:</b>	<b>\$425,000</b>

**Capital Expenditures:**

Calmac Ice Mat II system (portable ice piping system with headers) \$101,000

Chiller system components including new Trane 130 Ton Trane Air Cooled Chiller with pump and expansion tank, starter, materials for underground

cold flood mains, including insulated polyethelene, underground piping, glycol (coolant) and assistance to BSSHA crew re startup 232,000

Miscellaneous cost including electrical power wiring for the Trane Chiller and the pump package, materials for installation of a concrete Equipment pad for Trane chiller and pump package, shipping costs, and site preparation including underground pipe trenching for 150 feet of polyethylene pipe from Trane Chiller to Calmac Ice Mat 2 and backfill 50,000

Labor and equipment related to installation, and costs associated with having personnel from system provider come to Big Sky to oversee installation and train BSSHA people to set-up, take down, and operate system 20,000

**TOTAL ESTIMATED COST TO PURCHASE REFRIGERATION SYSTEM \$403,000**

Special Operating Expense (energy to power the system for 1<sup>st</sup> yr) 22,000

**TOTAL ESTIMATED COST FOR REFRIGERATION PROJECT: \$425,000**

**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)	19,000	20,000	21,000	60,000
Total # of FTE Personnel				NA
Operations	15,850	36,500	37,500	89,850
Programming (include equipment acquisition)	22,571	5,000	5,000	32,571
Capital Expenditures	30,000	0	0	30,000
Other: Special Operating Expense * & Capital Expenses ** for Refrigeration Project	425,000	5,000	5,000	435,000
<b>Total</b>	<b>522,421</b>	<b>66,500</b>	<b>68,500</b>	<b>647,421</b>

<b>RESORT TAX REQUEST</b>	<b>486,071</b>	<b>45,000</b>	<b>47,500</b>	<b>578,571</b>
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\* Special Operating Expenses are those we will need during the first year we operate a refrigeration system. All money raised this year as part of our fundraising campaign likely will be needed to achieve the amount needed as a match (\$111,500) to obtain money from Resort Tax for this capital project. As a result, we will need help from Resort Tax with respect to energy costs during the first year of operation.

\*\* The Refrigeration Capital Expense refers to the estimated costs for the Refrigeration System

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

**2020** We have solid estimates for the refrigeration project, but there is always a possibility that the cost will be somewhat less or somewhat more. Once that is complete and, assuming we have a replacement Zamboni and own the curling stones for our program, our programming expenses should significantly decline. We do expect a significant increase in our operating expense for utilities, mainly attributed to the cost of energy to power a refrigeration system. These costs, however, will be offset by cost savings that we will have, assuming we have a replacement Zamboni and own all our curling stones. In addition, we expect some increases in program revenues as well.

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**2021** We do expect that we will continue to need some help with respect to our energy costs, although we are working with the BSCO to find an alternative way to fund part or all of our operating expenses. This could include an endowment for all recreational facilities or some sort of modest tax through the new Recreational District.

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

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BIG SKY SKATING & ASSOCIATION, INC.  
 OPERATING BUDGET 2018-19 INCLUDING  
 REFRIGERATION PROJECT

	Budget	Percent
REVENUES:		
<u>Public Grants:</u> (not including special funds raised for refrigeration project)		
Direct Public Grants (Resort Tax)	374,571	79
Other Public Grants (e.g. Foundations)	25000	5
Total Public Grants	399,571	
<u>Private Donor Contributions</u>		
Individual/Corporations (cash)	56700	12
Total Private Donor Contributions	56700	
<u>Other Income</u>		
Program Income	8500	2
Fundraising Events	2400	1
Total: Other Income	10900	
Sub-total Revenue	467,171	
In-Kind Contributions	4250	1
TOTAL REVENUE:	471,421	100
ADD CURRENT RESERVE FOR REFRIGERATION	60,000	
TOTAL FUNDS AVAILABLE	531,421	
EXPENSES:		
Labor Costs:		
Paid Personnel		
Contract Personnel	19000	
Total Labor Costs:	19000	3.7
<u>Operations</u>		
Equipment Rentals	2600	
Maintenance	1000	
Utilities, Misc supplies & expense	2500	
Marketing/Advertising/Computer	3600	
Accounting/Legal	750	
Insurance	1900	
Storage Expense	3500	
Special Operations Expense	22000	
Total Operations Expense	37850	7.4
Program Expense	22571	4.4
Expenses (Total)	79421	
CAPITAL EXPENDITURES		
Replacement Zamboni	30000	5.9
Purchase of Refrigeration System	403,000	78.6
Total Capital Expenditures	433,000	
TOTAL EXPENDITURES 2018-19	512,421	100

BIG SKY SKATING & ASSOCIATION, INC.  
 OPERATING BUDGET 2018-19 INCLUDING  
 REFRIGERATION PROJECT

	Budget	Percent
REVENUES:		
<u>Public Grants:</u> (not including special funds raised for refrigeration project)		
Direct Public Grants (Resort Tax)	374,571	79
Other Public Grants (e.g. Foundations)	25000	5
Total Public Grants	399,571	
<u>Private Donor Contributions</u>		
Individual/Corporations (cash)	56700	12
Total Private Donor Contributions	56700	
<u>Other Income</u>		
Program Income	8500	2
Fundraising Events	2400	1
Total: Other Income	10900	
Sub-total Revenue	467,171	
In-Kind Contributions	4250	1
TOTAL REVENUE:	471,421	100
ADD CURRENT RESERVE FOR REFRIGERATION	60,000	
TOTAL FUNDS AVAILABLE	531,421	
EXPENSES:		
Labor Costs:		
Paid Personnel		
Contract Personnel	19000	
Total Labor Costs:	19000	3.7
<u>Operations</u>		
Equipment Rentals	2600	
Maintenance	1000	
Utilities, Misc supplies & expense	2500	
Marketing/Advertising/Computer	3600	
Accounting/Legal	750	
Insurance	1900	
Storage Expense	3500	
Special Operations Expense	22000	
Total Operations Expense	37850	7.4
Program Expense	22571	4.4
Expenses (Total)	79421	
CAPITAL EXPENDITURES		
Replacement Zamboni	30000	5.9
Purchase of Refrigeration System	403,000	78.6
Total Capital Expenditures	433,000	
TOTAL EXPENDITURES 2018-19	512,421	100

BIG SKY SKATING & ASSOCIATION, INC.  
 OPERATING BUDGET 2018-19  
 (WITHOUT REFRIGERATION EXPENDITURES)

	2018-19	Percent
<b>REVENUES:</b>		
<u>Public Grants:</u> (not including special funds raised for refrigeration project)		
Direct Public Grants (Resort Tax)	61071	50.4
Other Public Grants (e.g. Foundations)	25000	20.6
Total Public Grants	86071	
<u>Private Donor Contributions</u>		
Individual/Corporations (cash)	20000	
Total Private Donor Contributions	20000	16.5
<u>Other Income</u>		
Program Income	8500	7
Fundraising Events	2400	2
Total: Other Income	10900	
Sub-total Revenue	116971	
In-Kind Contributions	4250	3.5
TOTAL REVENUE:	121221	100
<b>EXPENSES:</b>		
<u>Labor Costs:</u>		
Paid Personnel	0	
Contract Personnel	19,000	
Total Labor Costs:	19,000	22
<u>Operations</u>		
Equipment Rentals	2600	
Maintenance	1000	
Utilities, Misc supplies & expense	2500	
Marketing/Advertising/Computer	3600	
Accounting/Legal	750	
Insurance	1900	
Storage Expense	3500	
Total Operations Expense	15850	18.1
Program Expense	22571	25.8
Expenses (Total)	57,421	
Capital Expense--Replacement Zamboni	30000	34.3
TOTAL EXPENDITURES 2018-19	87,421	100
NET CASH FLOW/MONEY TO REFRIGERATION	33,800	

**BIG SKY SKATING AND HOCKEY ASSN, INC.**  
**BALANCE SHEET AS OF 4/30/18**

**Current Assets:**

Checking	65599
Certificates of Deposit	1500
Prepaid Expenses	0
Grants Receivable	2747
Resort Tax receivables	0
<b>Total Current Assets:</b>	<b>69846</b>

**Fixed Assets:**

Lighting	15000
Zamboni Shed	10000
Hockey Boards & Player Boxes	50000
<b>Total Facility Assets:</b>	<b>75000</b>

**Equipment:**

Snowblower	3249
Zamboni	3000
Hockey equipment/skates, supplies	2500
Broomball equipment/dividers	3000
Misc equipment, supplies	1000
Rubber Matting	750
Curling Trailer	2800
Skate Sharpener	500
<b>SUBTOTAL EQUIPMENT</b>	<b>16799</b>
Less: Depreciation Taken	11550
<b>Net Equipment:</b>	<b>5249</b>

**TOTAL ASSETS:** 150095

**LIABILITIES**

Accounts Payable 1000

**NET ASSETS:** 149095



BIG SKY SKATING AND HOCKEY ASSN, INC. PROFIT/LOSS  
STATEMENT

7/1/17 to 4/30/18

REVENUES:

Public Grants:

Non-Profit Organizational Grants	9500
Direct Public Grants (Resort Tax)	36026
Total Public Grants	45526

Private Donor Contributions

Individual/Corporations (cash)	14000
In-Kind Contributions	3500
Total Private Donor Contributions	17500

Other Income

Program Income	8560
Fundraising Events	2367
Total: Other Income	10927
<b>Total Revenues:</b>	<b>73953</b>

EXPENSES:

Personnel Expense:

Paid Personnel	0
Contract Labor	20599
Total Personnel Expense:	20599

Operating Expense

Equipment Rental	2972
Zamboni Maintenance	551
Utilities/Misc Supplies & expense	4833
Accounting/Legal	750
Insurance	2263
Marketing/Advertising/Computer	3593
Storage Expense	3500
Total Operations Expense	18462

Other Expenses:

Programming Expense/equipment purchases	13873
Depreciation	11050
Special Expense (1st yr energy cost for refrig.)0	0
Total Other Expenses:	24923

TOTAL EXPENSES: 63984

NET PROFIT: 9969

Capital Expenditures:

Purchase of Refrigeration System	0
Purchase of Curling Trailer	2800
Total Capital (Depreciable) Expenditures	2800
<b>TOTAL EXPENDITURES</b>	<b>50111</b>

BIG SKY SKATING AND HOCKEY ASSN, INC. PROFIT/LOSS  
STATEMENT

7/1/17 to 4/30/18

BUDGET VS. ACTUAL

	ACTUAL	BUDGET
<b>REVENUES:</b>		
<u>Public Grants:</u>		
Non-Profit Organizational Grants	9500	25000
Direct Public Grants (Resort Tax)	36026	167340
Total Public Grants	45526	192340
<u>Private Donor Contributions</u>		
Individual/Corporations (cash)	14000	49194
In-Kind Contributions	3500	2850
Total Private Donor Contributions	17500	52044
<u>Other Income</u>		
Program Income	8560	5800
Fundraising Events	2367	4900
Total: Other Income	10927	10700
Total Revenues:	73953	255084
<b>EXPENSES:</b>		
<u>Personnel Expense:</u>		
Paid Personnel	0	
Contract Labor	20599	18000
Total Personnel Expense:	20599	18000
<u>Operating Expense</u>		
Equipment Rental	2972	2600
Zamboni Maintenance	551	1500
Utilities/Misc Supplies & expense	4833	2500
Accounting/Legal	750	750
Insurance	2263	1250
Marketing/Advertising/Computer	3593	3500
Storage Expense	3500	1600
Total Operations Expense	18462	13700
<u>Other Expenses:</u>		
Programming Expense/equipment purchases	13873	8490
Depreciation	11050	6050
Special Expense (1st yr energy cost for refrig.)0	0	18000
Total Other Expenses:	24923	24050
TOTAL EXPENSES:	63984	55750
NET PROFIT:	9969	199334
<u>Capital Expenditures:</u>		
Purchase of Refrigeration System	0	223,000
Purchase of Curling Trailer	2800	0
Total Capital (Depreciable) Expenditures	2800	223,000
TOTAL EXPENDITURES	50111	278,750

BIG SKY SKATING AND HOCKEY ASSN, INC.  
BALANCE SHEET AS OF 4/30/17

Current Assets:		
Checking		35866
Certificates of Deposit		1500
Prepaid Expenses		0
Grants Receivable		10000
Resort Tax receivables		6161
Total Current Assets:		53527
Fixed Assets:		15000
Lighting		
Zamboni Shed		10000
Hockey Boards & Player Boxes		50000
Total Facility Assets:		75000
Equipment:		3249
Snowblower		
Zamboni		3000
Hockey equipment/skates, supplies		2500
Broomball equipment/dividers		3000
Misc equipment, supplies		1000
Rubber Matting		750
Skate Sharpener		500
SUBTOTAL EQUIPMENT		13999
Less: Depreciation Taken		3400
Net Equipment:		10599
TOTAL ASSETS:		139126
LIABILITIES		
Accounts Payable		0
NET ASSETS:		139126
Current Assets Allocation:	48527	
Operating Reserve	5000	
Zamboni Replacement	16371	
Refrigeration	32156	
Total:	53527	
Discrepancy	0	
Profit 2016-17	28955	

**BIG SKY SKATING AND HOCKEY ASSN, INC.**  
**PROFIT/LOSS STATEMENT**  
**7/1/16 to 4/30/17**

**REVENUES:**

Public Grants:

Non-Profit Organizational Grants	10000
Direct Public Grants (Resort Tax)	21565
<b>Total Public Grants</b>	<b>31565</b>

Private Donor Contributions

Individual/Corporations (cash)	15900
In-Kind Contributions	2850
<b>Total Private Donor Contributions</b>	<b>18750</b>

Other Income

Program Income	3396
Fundraising Events	4835
<b>Total: Other Income</b>	<b>8231</b>
<b>Total Revenues:</b>	<b>58546</b>

**EXPENSES:**

Operations

Paid Personnel	0
Contract Labor	14050
Equipment Rental	1766
Zamboni Maintenance	2146
Program Expense and Equipment	5465
Miscellaneous Supplies & expense	1356
Accounting/Legal	750
Insurance	1149
Marketing/Advertising/Computer	3337
Storage Expense	1600
Utilities (Water/Propane/Electric	2972
<b>Total Operations Expense</b>	<b>34591</b>

Other/Special Expenses

Refrigeration Program Expense	0
Special operation expense for refrigeration	0
Depreciation Expense	3400
<b>Total Other/Special Expenses</b>	<b>3400</b>

**TOTAL EXPENSES:** 37991

**NET PROFIT:** 23955

**BIG SKY SKATING AND HOCKEY ASSN, INC.**  
**PROFIT/LOSS STATEMENT**  
**7/1/16 to 4/30/17**  
**BUDGET VS. ACTUAL**

	ACTUAL	BUDGET
<b>REVENUES:</b>		
<u>Public Grants:</u>		
Non-Profit Organizational Grants	15000	73,750
Direct Public Grants (Resort Tax)	21565	152,650
<b>Total Public Grants</b>	<b>36565</b>	<b>226,400</b>
<u>Private Donor Contributions</u>		
Individual/Corporations (cash)	15900	30,500
In-Kind Contributions	2850	0
<b>Total Private Donor Contributions</b>	<b>18750</b>	<b>30,500</b>
<u>Other Income</u>		
Program Income	3396	3500
Fundraising Events	4835	6000
Total: Other Income	8231	9500
<b>Total Revenues:</b>	<b>63546</b>	<b>266,400</b>
<b>EXPENSES:</b>		
<u>Operations</u>		
Paid Personnel	0	0
Contract Labor	14050	14350
Equipment Rental	1766	2800
Zamboni Maintenance	2146	1000
Program Expense and Equipment	5465	2000
Miscellaneous Supplies & expense	1356	1000
Accounting/Legal	750	0
Insurance	1149	1500
Marketing/Advertising/Computer	3337	1500
Storage Expense	1600	0
Utilities (Water/Propane/Electric	2972	1250
<b>Total Operations Expense</b>	<b>34591</b>	<b>25400</b>
<u>Other/Special Expenses</u>		
Refrigeration Program Expense	0	223000
Special operation expense for refrigeration	0	18000
Depreciation Expense	3400	0
<b>Total Other/Special Expenses</b>	<b>3400</b>	<b>241000</b>
<b>TOTAL EXPENSES:</b>	<b>37991</b>	<b>266400</b>
<b>NET PROFIT:</b>	<b>28955</b>	<b>0</b>