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## Projects under $100,000

<table>
<thead>
<tr>
<th>Pages</th>
<th>Project Name</th>
<th>Sponsor</th>
<th>Project Category</th>
<th>FY22 Request</th>
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</thead>
<tbody>
<tr>
<td>(206-215)</td>
<td>Operations</td>
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<td>Middle Fork Restoration</td>
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<td>BSDA</td>
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<td>(437-446)</td>
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<td>US-191 Wildlife &amp; Transportation Conflict Assessment</td>
<td>CLLC</td>
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<td>(509-519)</td>
<td>Education - Market Research</td>
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## 3-Year Government Operations

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<th>FY23 Request</th>
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## Projects over $100,000

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<th>Pages</th>
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<td>(40-50)</td>
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<td>(62-71)</td>
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<td>Post Office Operations</td>
<td>POLLC</td>
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<td>(183-194)</td>
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</table>
BSRAD funding continues to be an integral portion of funding for the Big Sky Fire Department in an effort to offset the fiscal impacts of tourism and visitor impact to the area. The funding works to supplement taxpayer funding in order to provide relief for primarily non-resident 911 usage.

Quality of Proposal

Goals*: The goal of our project is to continue to perform up to our vision and motto for this department of "Only Our Best Will Do".

Metrics*: Our metrics rely heavily on data. We pride ourselves on being a department that is driven by data.

*More detail provided in full application*

Articulates Long-Term Vision

The long-term operational vision for the BSFD is to continue to grow with the community and to meet the demands of the current climate while planning for the future in a manner that is best suited for the residents and its many visitors.

**Consistent with Community Strategies**
Support high-quality community & emergency services, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Protect wildlife habitat & natural resources, Work to become a sustainable & resilient community

### APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<td>Community Participation</td>
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<td>Financial Sustainability</td>
<td>Collaboration</td>
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<td>Efficiency</td>
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<td>Consistently covers over 80% of core operations.</td>
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<td>Demonstrated Need</td>
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<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
<td>Planning</td>
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<td>Financial Sustainability</td>
<td>Planning</td>
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<td>Consistent with Community Strategies</td>
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<td>Planning</td>
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### Revenue

*Cash only, not including In-Kind*

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<th>FY22</th>
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<td>Grants</td>
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<tr>
<td>Events</td>
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### Expenses

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<td>Marketing, Advertising, and Communications</td>
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<td>$100,000.00</td>
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<td>Other**</td>
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**Payroll and Benefits**-Including, taxes, workers comp, and unemployment

**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**-Including uniforms, postage, supplies, and subscriptions

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*Other-Direct Project Expenses:

**Other-Additional Operational Expenses: Consists of capital outlay, debt payments, operational supplies, and utilities
Application Form

Operations-FY22-FY24 Request

Application Name*
Enter the name of the application as Organization Acronym-FY22-FY24 (e.g. BSRAD-FY22-FY24)

BSFD FY22-FY24

FY22 Operations Request*
What is the amount you are requesting from Resort Tax for FY22 (7/1/21-6/30/22) operations?

$883,496.00

FY23 Operations Request*
What is the amount you are requesting from Resort Tax for FY23 (7/1/22-6/30/23) operations?

$918,836.00

FY24 Operations Request*
What is the amount you are requesting from Resort Tax for FY24 (7/1/23-6/30/24) operations?

$955,589.00

Funding Impact*
How would your operation be affected if Resort Tax funding were not awarded?

The BSRAD operational support is an integral supplement to the BSFD budget. The amount is used towards operational staffing cost supplementation which then creates availability for other ancillary community-driven programs. These programs are crucial for community involvement, education, outreach, and overall community risk reduction. These programs include our code enforcement program, wildfire risk reduction, and community outreach and education programs. We have been providing more funding towards these efforts in recent years as the community continues to grow to hopefully have an impact on the safety aspect of the sustainability of the community for many years to come. If we were not awarded BSRAD funding, we would be forced to reduce these programs so that we could prioritize funding towards the critical response service that is the intention for the districts taxpayer funding.

Budgetary Breakdown
If applicable, 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.

$883,496 (total request) / $73,203.00 (mill value) = 12.07 Mill Levy Increase

$4,806,289,303 (DOR Market Value) / $73,203,271.00 (Taxable Value) = .015 multiplier
$100,000 (DOR value home) = $1500.00 (taxable value)
12.07(mill levy) x $1500 (taxable value) / 1000 = $18.11 tax assessment on a $100,000 DOR value home

**Category**
Please select the category that best pertains to this project.

Public Health & Safety

**Additional Information**
What additional information would you like to share with the District regarding this request?

This project funding will go towards the continued support of a high-quality, all-hazard fire district that provides the highest level of fire and EMS service in the area. Overall, the community taxpayers are the owners of the fire district and have opted to continue to pay taxes and pass various mill levies to support the district. The district resources are mainly used by non-resident 911 users and therefore the utilization of BSRAD funding to supplement taxpayer dollars for visitor and tourism impacts to the organization are extremely important to the district and its residents.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this request for community messaging purposes.

BSRAD funding continues to be an integral portion of funding for the Big Sky Fire Department in an effort to offset the fiscal impacts of tourism and visitor impact to the area. The funding works to supplement taxpayer funding in order to provide relief for primarily non-resident 911 usage.

**Operations-Financial Sustainability, Reliance, Matching Funds**
The District will evaluate your request based on a sustainable funding plan and encourage diverse and matching funding sources.

**Operations Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Government Operations.xlsx

**Pass-Through Funding**
Do any expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

N/A
Matching Funds Assistance
How can the District assist in attaining matching funds?

BSRAD funding is on average 13% of our overall budget, therefore we are not reliant upon BSRAD funding. BSRAD funding is just a small portion of the overall investment made by the community taxpayers to fund our organization and is done so to offset the impact of over 60% of visitor utilization of the 911 system.

Operations-Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving goals.

Operational Goals and Outcomes
What are the goals, outcomes, or deliverables of this request?

The goal of our project is to continue to perform up to our vision and motto for this department of "Only Our Best Will Do". This motto best describes the level of service and the commitment this organization has to the community. We strive to continue to provide this level of service and to continue to improve our ability to be adaptive as the risks and needs of the community change. The continued funding will more specifically go to support staffing needs to meet the community growth and demand for service. The outcomes and deliverables for this goal will be measurable by quantitative data. We have established benchmarks and strategic plans in place to improve benchmarks on various levels. The benchmarks will be an easily identifiable measure of success for funding utilization.

Metrics
Please list the metrics you will use to measure success.

Our metrics rely heavily on data. We pride ourselves on being a department that is driven by data. For example, we utilize varying seasonal call location data to strategically move resources throughout the community depending on risk to the area based upon historical data and trends. This same data is used similar to the outcome/deliverable section above to establish benchmarks for a response within the district. This benchmark data is very specific to call type, response times, and a number of personnel and apparatus to the scene. If we are able to meet these benchmarks that are in line with national standards then operationally, it is a quantitative metric to measure success. Metrics for success for other programs that we offer are more conventional and typically just compile running totals of items such as outreach and education, inspections, plan reviews, and risk reduction activities.

Operations-Articulates Long-Term Vision
Operational Vision
What is the long-term vision of your operation?
The long-term operational vision for the BSFD is to continue to grow with the community and to meet the demands of the current climate while planning for the future in a manner that is best suited for the residents and its many visitors. We plan to be progressive and innovative for future growth and intend to do so in a fiscally prudent manner that is focused on data-driven decision-making and planning utilizing community input and transparency.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to this request? If so, please list them here.

We currently have numerous supplemental planning documents in place. These include: BigSky Fire Department Master Plan (2019), Big Sky Standards of Cover (2019), Big Sky Fire Community Risk Assessment (2019), Conventional Capital Improvement Plan (2021)

**Operations-Consistent With Community Strategy**

The District will evaluate your request based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Protect wildlife habitat & natural resources
- Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this request is assisting with that are not outlined in the Our Big Sky Plan.

BSFD has many impacts that are affected by our ability to effectively and efficiently respond to incidents. The community sees the direct effects of our ability to respond but there are many tertiary benefits that impact numerous other strategies identified in the Vision Big Sky Document. Operational support dollars directly provide high-quality community and emergency services. Indirectly, our operational abilities protect habitat and natural resources through our ability to respond to wildland fire and other all-hazard incidents. Our ability to protect our community and provide education and outreach directly impact the sustainability and resiliency of our community as well.
**Operations-Population Served**

The District will evaluate this request based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that apply. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served Annually**
How many people do you serve on an annual basis?

- 20000

**Measuring People Served**
How do you plan to track or measure the number of people served?

- Quantitatively it is easy to assign a number to the people served as a number of 911 calls we go on. Unfortunately, that number does not capture a fraction of the actual thousands of phone calls, education and outreach events, station tours, personal conversations, public assists, meetings and other various items that would fall into the "people served" category. The number of people served in the question above is a conservative estimate when in actuality it is probably much higher.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

- 3500

**Operations-Partnerships**

The District will evaluate your request based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Partner List**

Please list your partners and briefly explain their roles and responsibilities.
We work with multiple cooperators in our area through mutual aid requests and shared response areas. We will continue to leverage these relationships in every way to provide funding, higher levels of service, or expertise to the community at every opportunity. We work with a broad list of partners in our efforts such as Gallatin County, Madison County, State of Montana, USFS, and many other local public safety entities.

**Capital**

*Capital Requests*  
Do you plan to request funding for capital projects in FY22, FY23, or FY24?  
Yes

**Capital Projects**

*FY22 Capital Project Request*  
If you are not requesting enter 0.  
$1,035,000.00

If you are requesting funds for an FY22 Capital Project please complete an FY22 Project Application using the following steps:

- CLICK HERE
- Log In
- Click “Apply”
- Enter the access code **BSRAD1!** at the top of the page and click “Enter Code”
- Click the blue “Apply” button on the FY22 Project Application
- Complete application
- Submit application

*FY23 Capital Project Request*  
If you are not requesting enter 0.  
$357,000.00

*FY24 Capital Project Request*  
If you are not requesting enter 0.  
$598,000.00
FY23 & FY24 Capital Projects
Please provide a brief description of your upcoming projects (FY23/24).
A detailed project application will be available during those cycles.

- FY23: Replacement of 32 of our Self-Contained Breathing Apparatus devices and masks
- FY24: Replacement of a 1997 Water Tender and replacement of cardiac monitors

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Dustin Tetrault
This request for FY22-24 will allow the Transportation District to continue and expand its transportation services to meet the transportation needs of the Big Sky community, including the need for travel between Big Sky and the greater Bozeman area.

**Matching Funds & Financial Sustainability**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Corporate Donations &amp; Sponsorships</th>
<th>Dues, Fees, Membership, Sales</th>
<th>Other Public Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY22</td>
<td>1%</td>
<td>10%</td>
<td>55%</td>
</tr>
<tr>
<td>FY23</td>
<td>15%</td>
<td>10%</td>
<td>59%</td>
</tr>
<tr>
<td>FY24</td>
<td>15%</td>
<td>10%</td>
<td>59%</td>
</tr>
</tbody>
</table>

**Core Operations Ratio**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Core Operations</th>
<th>Additional Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY22</td>
<td>6%</td>
<td>94%</td>
</tr>
<tr>
<td>FY23</td>
<td>6%</td>
<td>94%</td>
</tr>
<tr>
<td>FY24</td>
<td>6%</td>
<td>94%</td>
</tr>
</tbody>
</table>

**Quality of Proposal**

**Goals**: Expand the Skyline service to the degree possible given the funding, drivers, and vehicles available, based on the needs of the community.

**Metrics**: Implementation of the new service noted herein, along with ridership counts.

*More detail provided in full application*

**Articulates Long-Term Vision**

The long-term vision of the Big Sky Transportation District is to provide a multitude of transportation services that meet the needs of the residents and visitors of Big Sky, as well as the needs of those working in Big Sky.

**Supplemental planning documents**: Coordination Plan, and FY19-FY24 Long-Term Plan

**Partnerships**

10 Partners

**Demonstrated Need**

850 People Served 100 Locals Served
**Consistent with Community Strategies**

Improve and maintain infrastructure, Support high-quality community & emergency services, Support & enhance social services, Support independently-owned small businesses, Provide transparency/engagement & governance options, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Expand & enhance pathways & trail connections, Provide all-season recreational opportunities, Increase transportation options to serve recreation & mobility, Preserve & enhance public access to public lands & waterways, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>10</td>
<td>Sponsor did great job leveraging COVID-19</td>
</tr>
<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td>Proactive communication.</td>
</tr>
<tr>
<td><strong>Total-Sponsor</strong></td>
<td></td>
<td></td>
<td>25</td>
<td></td>
</tr>
</tbody>
</table>

| PROJECT                              |             |           |       |                                            |
| Matching Funds                       | Collaboration | 10        | 4     | Between 1:1 & 1:2.                         |
| Quality of Proposal                  | Efficiency  | 10        | 10    |                                            |
| Partnerships                         | Collaboration | 5         | 5     |                                            |
| Core Operations Ratio                | Efficiency  | 5         | 5     |                                            |
| Demonstrated Need                    | Efficiency  | 10        | 10    | Workforce is dependent on BSTD.            |
| Forecasting Accuracy                 | Planning    | 5         | 5     |                                            |
| Articulates Long-Term Vision         | Planning    | 10        | 10    |                                            |
| Financial Sustainability             | Planning    | 10        | 0     | Consistently around 39% reliant on Resort Tax. |
| Consistent with Community Strategies | Planning    | 10        | 10    |                                            |
| **Total-Project**                    |             |           | 75    | 59                                         |
| **OVERALL TOTAL**                    |             |           | 100   | 84                                         |

<table>
<thead>
<tr>
<th>Scoring Focus</th>
<th>Available</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>30</td>
<td>24</td>
</tr>
<tr>
<td>Efficiency</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Planning</td>
<td>35</td>
<td>25</td>
</tr>
</tbody>
</table>
### Revenue

*Cash only, not including In-Kind*

<table>
<thead>
<tr>
<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resort Tax</td>
<td>$850,000.00</td>
<td>$950,000.00</td>
<td>$975,000.00</td>
</tr>
<tr>
<td>Other Public Funding</td>
<td>$1,173,864.00</td>
<td>$1,208,000.00</td>
<td>$1,243,000.00</td>
</tr>
<tr>
<td>Private Donations</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Corporate Donations &amp; Sponsorships</td>
<td>$13,000.00</td>
<td>$30,000.00</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Grants</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Events</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Dues, Fees, Membership, Sales</td>
<td>$240,000.00</td>
<td>$245,000.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>COVID-19 Relief</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other*</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,286,864.00</td>
<td>$2,443,000.00</td>
<td>$2,508,000.00</td>
</tr>
</tbody>
</table>

### Expenses

**Core Operations**

<table>
<thead>
<tr>
<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>$128,000.00</td>
<td>$134,500.00</td>
<td>$141,500.00</td>
</tr>
<tr>
<td>Rent and Mortgage</td>
<td>$12,000.00</td>
<td>$24,000.00</td>
<td>$26,000.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$140,000.00</td>
<td>$158,500.00</td>
<td>$167,500.00</td>
</tr>
</tbody>
</table>

**Additional Operations**

<table>
<thead>
<tr>
<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$1,390,000.00</td>
<td>$1,515,000.00</td>
<td>$1,545,000.00</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td>$311,000.00</td>
<td>$322,500.00</td>
<td>$338,000.00</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$24,000.00</td>
<td>$26,000.00</td>
<td>$28,000.00</td>
</tr>
<tr>
<td>Memberships (Industry and Trade Organizations)</td>
<td>$750.00</td>
<td>$825.00</td>
<td>$900.00</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$2,400.00</td>
<td>$2,800.00</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>$185,000.00</td>
<td>$195,000.00</td>
<td>$210,000.00</td>
</tr>
<tr>
<td>Sponsors</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>$300,250.00</td>
<td>$337,775.00</td>
<td>$376,600.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$2,213,400.00</td>
<td>$2,399,900.00</td>
<td>$2,501,500.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,353,400.00</td>
<td>$2,558,400.00</td>
<td>$2,669,000.00</td>
</tr>
</tbody>
</table>

**Payroll and Benefits**-Including, taxes, workers comp, and unemployment

**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Income:

**Other-Additional Operational Expenses:** Fuel & Oil, Utilities, Seasonal Employee Housing
Application Name*
Enter the name of the application as Organization Acronym-FY22-FY24 (e.g. BSRAD-FY22-FY24)

BSTD-FY22-FY24

FY22 Operations Request*
What is the amount you are requesting from Resort Tax for FY22 (7/1/21-6/30/22) operations?

$850,000.00

FY23 Operations Request*
What is the amount you are requesting from Resort Tax for FY23 (7/1/22-6/30/23) operations?

$950,000.00

FY24 Operations Request*
What is the amount you are requesting from Resort Tax for FY24 (7/1/23-6/30/24) operations?

$975,000.00

Funding Impact*
How would your operation be affected if Resort Tax funding were not awarded?

The funding from the Big Sky Resort Area District makes up about 39 percent of all revenue for the Transportation District. Therefore, if funding were not awarded, the Transportation District would need to cut approximately 40 percent of its services to account for the loss of revenue. Given that the Big Sky community is growing, and there is an increasing demand for transportation services, a reduction in funding from the Resort Area District would impact not only Skyline’s service, but the entire community.

Budgetary Breakdown
If applicable, 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.

At $36,000 per mill, a total of 23.6 mills would need to be levied to obtain $850,000, 27.1 mills to replace $975,000. The tax burden per $100,000 of market value (appraised value) would be $31.86 per year (for $850,000 of revenue) or 36.59 per year to obtain $975,000 in funds.
To put this into perspective, there are homes in Ramshorn with appraised values around $500,000. These homes would pay $159.30 per year to obtain $850,000 in funds, or $182.93 to obtain $975,000 of annual support.

It should be noted that if the Transportation District is able to expand to the same boundaries as the Resort Tax District, a mill would have a value of approximately $72,000, reducing the number of mills needed to 11.8 or 13.5 mills, respectively. That would mean a cost of $79.65/year or $91.13/year, for $850,000 or $975,000, respectively, for a house with a $500,000 value.

**Category**
Please select the category that best pertains to this project.

- Community Development & Social Services

**Additional Information**
What additional information would you like to share with the District regarding this request?

As noted elsewhere in this request, transportation (mobility) is a “means to an end.” In general, transportation is what allows us to live the kind of life we want. Whether we are going to work, to school, to buy groceries or other goods, or just to go skiing, snowboarding, or rafting, we need transportation to get us where we want to go. Therefore, we need a robust transportation system to allow individuals, families, and the community to prosper.

Most of the strategies/categories noted are not possible without a good transportation system. Businesses cannot survive unless both employees and customers can access the location. Resources can be better protected if fewer people drive, and more people use public transportation services.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this request for community messaging purposes.

This request for FY22-24 will allow the Transportation District to continue and expand its transportation services to meet the transportation needs of the Big Sky community, including the need for travel between Big Sky and the greater Bozeman area.

**Operations-Financial Sustainability, Reliance, Matching Funds**
The District will evaluate your request based on a sustainable funding plan and encourage diverse and matching funding sources.

**Operations Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
Pass-Through Funding*
Do any expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

No.

Matching Funds Assistance*
How can the District assist in attaining matching funds?

BSRAD can assist by communicating with both Gallatin and Madison Counties that they need to provide financial support to the Transportation District, and if possible, to establish agreements with the Counties like those regarding law enforcement, for the Transportation District.

Operations-Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving goals.

Operational Goals and Outcomes*
What are the goals, outcomes, or deliverables of this request?

The operational goals and outcomes/deliverables of this request are to expand the Skyline service to the degree possible given the funding, drivers, and vehicles available, based on the needs of the community. This includes expanding services within Big Sky and between Big Sky and Bozeman, during both the winter and summer seasons. Over this three-year period (FY22-24), Skyline will add one bus to the local service during the winter season (FY22), then in FY23 we will add in another bus to the local service during the winter and summer season, as well as adding another roundtrip to the Link Express service during the winter season, and then in FY24, add in one more Link Express roundtrip during the winter season.

The outcome will be expanded service that will meet the needs of the community. The expanded service should increase ridership, as people will have a service that gets them where they want to go, when they want to go.

Metrics*
Please list the metrics you will use to measure success.

The metrics we will use to measure success include implementation of the new service noted herein, along with ridership counts. Satisfaction with the new service (community and rider comments) will be another metric that will be measured.
Operations-Articulates Long-Term Vision

Operational Vision*

What is the long-term vision of your operation?

The long-term vision of the Big Sky Transportation District is to provide a multitude of transportation services that meet the needs of the residents and visitors of Big Sky, as well as the needs of those working in Big Sky. In addition to the fixed route, demand-response and vanpool services already offered, future service may include microtransit and even car-sharing services, so all mobility needs of the community are met.

Supplemental Planning Efforts*

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to this request? If so, please list them here.

In addition to the annual Coordination Plan that is submitted to the Montana Department of Transportation, a FY19-FY24 long-term plan was drafted that discussed the potential for the expansion of services. Most of the planning efforts are tied to the growth in the Big Sky community, as well as the Transportation District’s ability to obtain enough vehicles and funding to operate the necessary services.

Operations-Consistent With Community Strategy

The District will evaluate your request based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Support high-quality community & emergency services
- Support & enhance social services
- Support independently-owned small businesses
- Provide transparency/engagement & governance options
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Expand & enhance pathways & trail connections
- Provide all-season recreational opportunities
- Increase transportation options to serve recreation & mobility
- Preserve & enhance public access to public lands & waterways
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community
**Strategy Explanation**
Briefly explain how your outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this request is assisting with that are not outlined in the Our Big Sky Plan.

Transportation (mobility) is a “means to an end.” In general, transportation is what allows us to live the kind of life we want. Whether we are going to work, to school, to buy groceries or other goods, or just to go skiing, snowboarding, or rafting, we need transportation to get us where we want to go. Therefore, we need a robust transportation system to allow individuals, families, and the community to prosper.

Most of the strategies noted are enhanced through a good transportation system. Businesses cannot survive unless both employees and customers can access the location. Wildlife, and natural and water resources can be better protected if fewer people drive, and more people use public transportation services.

In short, if the transportation system in Big Sky (and between Big Sky and Bozeman) fails, then the entire community will fail. Very few of the strategies noted will be able to be achieved without a functioning transportation system.

**Operations-Population Served**
The District will evaluate this request based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that apply. Please select all that apply.
- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Year-Round Residents

**People Served Annually**
How many people do you serve on an annual basis?
850

**Measuring People Served**
How do you plan to track or measure the number of people served?

We measure the number of “rides” that we provide, which is also known as the number of “unlinked passenger trips.” When someone steps on one of our vehicles and we transport them, that is a “ride.” We have many people who use our services on a regular (five to seven days per week) basis, while others may use our
services for only a few rides/trips. We therefore estimate how many unique individuals use our services based on the number of rides provided. Skyline’s service are open to all people.

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

100

---

**Operations-Partnerships**

The District will evaluate your request based on its ability to demonstrate cross-organizational collaboration.  
*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Partner List**

Please list your partners and briefly explain their roles and responsibilities.

MDT provides oversight of BSTD and is the largest source of funds, while BSRAD provides the largest portion of local funds. Karst Stage helps the District operate Skyline. The Big Sky Chamber provides input/support, while Big Sky Resort, Moonlight Basin, Spanish Peaks Resort, and the Yellowstone Club all purchase bus passes for their employees and provide input on the schedules. Gallatin & Madison Counties provide financial support.

---

**Capital**

**Capital Requests**

Do you plan to request funding for capital projects in FY22, FY23, or FY24?

Yes

**Capital Projects**

**FY22 Capital Project Request**

If you are not requesting enter 0.

$0.00
If you are requesting funds for an FY22 Capital Project please complete an FY22 Project Application using the following steps:

- CLICK HERE
- Log In
- Click “Apply”
- Enter the access code **BSRAD1!** at the top of the page and click “Enter Code”
- Click the blue “Apply” button on the FY22 Project Application
- Complete application
- Submit application

**FY23 Capital Project Request**
If you are not requesting enter 0.
$250,000.00

**FY24 Capital Project Request**
If you are not requesting enter 0.
$250,000.00

**FY23 & FY24 Capital Projects**
Please provide a brief description of your upcoming projects (FY23/24).
A detailed project application will be available during those cycles.

It is possible that BSTD will ask for funding to help obtain battery-electric buses for use within Big Sky. This is an unknown at this time, and would depend upon Federal funds being available to cover a significant portion of these vehicles. These are highly competitive grants, so BSTD may not be awarded these funds. BSTD will work with BSRAD to keep them informed if capital requests for FY 23 & FY24 are a possibility.

**Application Verification**
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information...
The Big Sky/Canyon Division Patrol will provide law enforcement services to all in and around Big Sky including but not limited to: emergency response, traffic control, criminal investigation, search and rescue coordination, coroner services, service of civil notices, and more.

### Quality of Proposal

**Goals**: The goal of the Big Sky/Canyon Division Patrol is to continue to provide first class law enforcement services in the Big Sky area.

**Metrics**: Not provided by sponsor

*More detail provided in full application*

### Articulates Long-Term Vision

The long-term vision of the Gallatin County Sheriff's Office and the Big Sky/Canyon Division Patrol is to continue to be a community presence that ensure that the residents and visitors of the community feel safe in their person and their property.

**Supplemental planning documents**: None
### Application Score

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### Scoring Focus

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### Revenue

**Cash only, not including In-Kind**

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<thead>
<tr>
<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
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</thead>
<tbody>
<tr>
<td>Resort Tax</td>
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<td>$331,299.00</td>
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<tr>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
<td></td>
<td></td>
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<tr>
<td>Grants</td>
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<tr>
<td>Events</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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<tr>
<td>COVID-19 Relief</td>
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</tr>
<tr>
<td>Other*</td>
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<td><strong>Total</strong></td>
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<td><strong>$993,897.00</strong></td>
<td><strong>$1,035,912.00</strong></td>
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### Expenses

**Core Operations**

<table>
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<tr>
<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
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<tr>
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<td><strong>$802,916.00</strong></td>
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**Additional Operations**

<table>
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<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
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</thead>
<tbody>
<tr>
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<td>Marketing, Advertising, and Communications</td>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td><strong>$993,896.00</strong></td>
<td><strong>$1,035,912.00</strong></td>
</tr>
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</table>

**Payroll and Benefits**-Including, taxes, workers comp, and unemployment
**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance
**Office Expenses**-Including uniforms, postage, supplies, and subscriptions.

*Other-Direct Project Expenses: Other expenses include fuel/oil costs for patrol vehicles, indirect costs according to the County ICAP plan (pays for support from internal county departments), and the annual costs to purchase and build the patrol vehicles.

**Other-Additional Operational Expenses:**
Application Form

Operations-FY22-FY24 Request

Application Name*
Enter the name of the application as Organization Acronym-FY22-FY24 (e.g. BSRAD-FY22-FY24)

GCSO-BS/CDP FY22-24

FY22 Operations Request*
What is the amount you are requesting from Resort Tax for FY22 (7/1/21-6/30/22) operations?
$323,378.00

FY23 Operations Request*
What is the amount you are requesting from Resort Tax for FY23 (7/1/22-6/30/23) operations?
$331,299.00

FY24 Operations Request*
What is the amount you are requesting from Resort Tax for FY24 (7/1/23-6/30/24) operations?
$345,304.00

Funding Impact*
How would your operation be affected if Resort Tax funding were not awarded?

We would possibly need to revisit staffing levels for the Big Sky/Canyon Division Patrol.

Budgetary Breakdown
If applicable, 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.

This question is difficult to answer because of the possible changes in the contract from Madison County’s end. Depending on whether or not they want to fund half of the project, continue to fund 1/3rd, or decrease funding as a result of this change there could be a number of possible tax implications in one or both counties.

Category*
Please select the category that best pertains to this project.

Public Health & Safety
**Additional Information**
What additional information would you like to share with the District regarding this request?

Gallatin County Sheriff's Office is driven to continue to partner with Madison County and BSRAD to ensure exceptional Law Enforcement Services can be provided to all citizens and visitors to the Big Sky area.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this request for community messaging purposes.

The Big Sky/Canyon Division Patrol will provide law enforcement services to all in and around Big Sky including but not limited to; emergency response, traffic control, criminal investigation, search and rescue coordination, coroner services, service of civil notices, and more.

**Operations-Financial Sustainability, Reliance, Matching Funds**
The District will evaluate your request based on a sustainable funding plan and encourage diverse and matching funding sources.

**Operations Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Government Operations.xlsx

**Pass-Through Funding**
Do any expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

N/A

**Matching Funds Assistance**
How can the District assist in attaining matching funds?

The Sheriff’s Office will continue to work with Gallatin County commissioners and Madison County to ensure the other 2/3’s of the division is funded. The GCSO also regularly works to get grants that fund specialized equipment and personnel support that support the entire County and Big Sky area, such as Regional Task Forces, Special Response Teams, and Search and Rescue.
Operations-Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving goals.

Operational Goals and Outcomes*
What are the goals, outcomes, or deliverables of this request?

The Goal of the Big Sky/Canyon Division Patrol is to continue to provide first class law enforcement services in the Big Sky area.

Metrics*
Please list the metrics you will use to measure success.

N/A

Operations-Articulates Long-Term Vision

Operational Vision*
What is the long-term vision of your operation?

The long-term vision of the Gallatin County Sheriff’s Office and the Big Sky/Canyon Division Patrol is to continue to be a community presence that ensure that the residents and visitors of the community feel safe in their person and their property.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to this request? If so, please list them here.

N/A

Operations-Consistent With Community Strategy
The District will evaluate your request based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.
Support high-quality community & emergency services

**Strategy Explanation***
Briefly explain how your outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this request is assisting with that are not outlined in the Our Big Sky Plan.

Gallatin County Sheriff's Office continues to respond to calls, investigate cases, and provide high quality law enforcement services as expected by the County and communities we serve, including the Big Sky area.

**Operations-Population Served**
The District will evaluate this request based on its ability to serve segments that have a demonstrated need.

**Target Segment***
Identify the community target segment(s) that apply. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served Annually***
How many people do you serve on an annual basis?

999999

**Measuring People Served***
How do you plan to track or measure the number of people served?

All people living, working, or visiting Big Sky and the surrounding area are served by this project.

**Locals Served***
Of the number of people served provided above, how many live within the District boundaries?

3100
**Operations-Partnerships**

The District will evaluate your request based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Partner List***

Please list your partners and briefly explain their roles and responsibilities.

Gallatin County works with many organizations, including other state, local, and federal law enforcement agencies, mental health organizations, schools, human service organizations, and others.

**Capital**

**Capital Requests***

Do you plan to request funding for capital projects in FY22, FY23, or FY24?

Yes

**Capital Projects**

**FY22 Capital Project Request***

If you are not requesting enter 0.

$0.00

If you are requesting funds for an FY22 Capital Project please complete an FY22 Project Application using the following steps:

- CLICK HERE
- Log In
- Click “Apply”
- Enter the access code **BSRAD1**! at the top of the page and click “Enter Code”
- Click the blue “Apply” button on the FY22 Project Application
- Complete application
- Submit application
FY23 Capital Project Request*
If you are not requesting enter 0.
$0.00

FY24 Capital Project Request*
If you are not requesting enter 0.
$0.00

FY23 & FY24 Capital Projects
Please provide a brief description of your upcoming projects (FY23/24).
A detailed project application will be available during those cycles.

There are currently no Capital Requests, but the Gallatin County Sheriff’s Office may begin having preliminary discussion regarding an impending need to find an new location for the Sheriff's Office physical location in Big Sky as a result of Big Sky Fire requiring the space currently used by the Sheriff’s Office.

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Mark Woodard
The plan for this district is to provide services to the residents of the canyon with the primary importance of providing better treatment of sewage discharge to protect the integrity of the Gallatin River which is the lifeblood of our community.

**Quality of Proposal**

**Goals**: This request would provide the internal structure to the organization that will allow it to operate in a manner that the law requires.

**Metrics**: Meter readings, nitrate discharge

*More detail provided in full application*

**Articulates Long-Term Vision**

Our long term vision is to have infrastructure completed in the canyon and to be able to expand the initial district to service more people and take old septic treatment systems off line and replace them with substantially higher treatment technology.

**Supplemental planning documents**: None

**Partnerships**

2 Partners

**Demonstrated Need**

0 People Served, 1,112 Locals Served
Consistent with Community Strategies
Promote the development of affordable housing, improve and maintain infrastructure, support independently-owned small businesses, preserve a cohesive, but distinct character throughout the community, embrace Big Sky's DNA as a destination, born out of a visitor economy, expand & enhance pathways & trail connections, preserve & enhance public access to public lands & waterways, improve & develop new park spaces & gathering spaces, protect wildlife habitat & natural resources, protect & enhance our water resources, work to become a sustainable & resilient community.

<table>
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<th>APPLICATION SCORE</th>
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<tbody>
<tr>
<td>Criteria</td>
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<td>Forecasting Accuracy</td>
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### Revenue

**Cash only, not including In-Kind**

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<td>Other*</td>
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### Expenses

**Core Operations**

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<tbody>
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<td>Payroll and Benefits</td>
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<tr>
<td>Rent and Mortgage</td>
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<tr>
<td><strong>Subtotal</strong></td>
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**Additional Operations**

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<th>FY22</th>
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<tbody>
<tr>
<td>Contract Services</td>
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<td>$18,000</td>
<td>$18,000</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>$2,000</td>
<td>$2,000</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>$4,000</td>
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<tr>
<td>Memberships (Industry and Trade Organizations)</td>
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<td>$-</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
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<td></td>
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<tr>
<td>Sponsors</td>
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<td></td>
<td></td>
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<tr>
<td>Travel &amp; Training</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other**</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$74,000</td>
<td>$74,000</td>
<td>$74,000</td>
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<tr>
<td><strong>Total</strong></td>
<td>$74,000</td>
<td>$74,000</td>
<td>$74,000</td>
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*Payroll and Benefits*—Including, taxes, workers comp, and unemployment

*Rent and Mortgage*—Including utilities, taxes, HOA fees, and property insurance

*Office Expenses*—Including uniforms, postage, supplies, and subscriptions.

*Other-Direct Project Expenses:

*Other operational expenses Engineering $25,000.00/year*
Application Form

*Operations-FY22-FY24 Request*

**Application Name***
Enter the name of the application as Organization Acronym-FY22-FY24 (e.g. BSRAD-FY22-FY24)

Gallatin Canyon Water and Sewer District

**FY22 Operations Request***
What is the amount you are requesting from Resort Tax for FY22 (7/1/21-6/30/22) operations?

$74,000.00

**FY23 Operations Request***
What is the amount you are requesting from Resort Tax for FY23 (7/1/22-6/30/23) operations?

$74,000.00

**FY24 Operations Request***
What is the amount you are requesting from Resort Tax for FY24 (7/1/23-6/30/24) operations?

$74,000.00

**Funding Impact***
How would your operation be affected if Resort Tax funding were not awarded?

The district is also pursuing state funding, but not receiving funding form the resort tax would definitely affect the speed in which the district will be ready to service the canyon.

**Budgetary Breakdown**
If applicable, 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.

Our district is currently not built yet and will not be able to provide service until the Big Sky Water and Sewer pipeline project is complete.

**Category***
Please select the category that best pertains to this project.

Public Health & Safety
**Additional Information**
What additional information would you like to share with the District regarding this request?

The plan for this district is to provide services to the residents of the canyon with the primary importance of providing better treatment of sewage discharge to protect the integrity of the Gallatin River which is the lifeblood of our community.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this request for community messaging purposes.

The Gallatin Canyon Water and Sewer district is requesting funding to organize and set up the operations of the new district and create systems that will allow the district to expand in an organized manner.

**Operations-Financial Sustainability, Reliance, Matching Funds**
The District will evaluate your request based on a sustainable funding plan and encourage diverse and matching funding sources.

**Operations Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

- Project Budget_Government Operations.xlsx

**Pass-Through Funding**
Do any expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

No, what we are doing will coordinate with work done by the Gallatin River Task Force and the Big Sky Water and Sewer District but will not pass thru.

**Matching Funds Assistance**
How can the District assist in attaining matching funds?

Mace Mangold with WGM will be working on a PER Planning Grant Application with DNRC as well as pursuing other sources and the Canyon District has committed to help the Resort Tax District fund the lobbyist’s efforts to obtain Arpa Funding for the Canyon Projects.
Operations-Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving goals.

Operational Goals and Outcomes*
What are the goals, outcomes, or deliverables of this request?

This request would provide the internal structure to the organization that will allow it to operate in a manner that the law requires. It will have a website, with the latest information being made available to the community. Hammond Property Management will provide a contact point at all times for the public. Our attorney will create all of the documents required for treatment agreements, annexation agreements and forms and other pertinent documents. We have engineering time to help negotiate a treatment plan with Big Sky water and Sewer District.

Metrics*
Please list the metrics you will use to measure success.

The metrics will be easily tracked, as all effluent from the canyon will be metered as it is pumped up to the Big Sky Water and Sewer District treatment plant. There have also been studies by WGM engineering tracking the nitrate discharges of the current system and a follow up to that study at different times in the maturation of the system could also provide a visual summary.

Operations-Articulates Long-Term Vision
Operational Vision*
What is the long-term vision of your operation?

Our long term vision is to have infrastructure completed in the canyon and to be able to expand the initial district to service more people and take old septic treatment systems off line and replace them with substantially higher treatment technology.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to this request? If so, please list them here.

The project that the 1% is paying for, to bring the force main down to the Conoco is the first cog of infrastructure that will make the Canyon District able to provide service. The additional infrastructure that will provide service from the Conoco to the School has been contemplated in the Canyon Sewer Study that the Gallatin River Task Force Commissioned. The district has put this infrastructure project into the state for consideration for the The Arpa funds from the state of Montana.
**Operations-Consistent With Community Strategy**
The District will evaluate your request based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Promote the development of affordable housing
- Improve and maintain infrastructure
- Support independently-owned small businesses
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Expand & enhance pathways & trail connections
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

**Strategy Explanation**
Briefly explain how your outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this request is assisting with that are not outlined in the Our Big Sky Plan.

By providing sewer treatment to the canyon, we will help protect the Gallatin River. The new infrastructure will provide the vehicle to develop more affordable housing and help small business’ survive. With new development comes additional landscaping, trails and the implementation of zoning regulations put in place to protect wildlife and the DNA of Big Sky

**Operations-Population Served**
The District will evaluate this request based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that apply. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents
People Served Annually*
How many people do you serve on an annual basis?

0

Measuring People Served*
How do you plan to track or measure the number of people served?

As the sewer system becomes active, every user will have an account and will be easily tracked.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

1112

Operations-Partnerships
The District will evaluate your request based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Partner List*
Please list your partners and briefly explain their roles and responsibilities.

- Gallatin River Task Force - GRTF was instrumental in the formation of our district and is a partner in researching septic discharges in the canyon to help develop an expansion plan for the canyon.
- Big Sky County Water and Sewer District. The Canyon Sewer district has plans to work in conjunction with the BSCWSD in all aspects of sewer treatment from a coordinated Grease trap plan to ensuring the highest rate of treatment and disposal of effluent.

Capital

Capital Requests*
Do you plan to request funding for capital projects in FY22, FY23, or FY24?

No
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Scott Altman
Resort Tax Funds are an essential component to the acquisition of land into a Community Land Trust so that housing units can be developed which are dedicated to local workers. Both rental and ownership units are needed to support our local economy.

**Matching FY22**

- Resort Tax, 81%
- Grants, 19%

**Matching FY23**

- Resort Tax, 71%
- Grants, 29%
- Private Donations, 1.4%

**Matching FY24**

- Resort Tax, 63%
- Grants, 12%
- Private Donations, 25%

Results in future operating and maintenance costs? NO

**Quality of Proposal**

**Goals**: The goal of this project is to acquire another land parcel to produce between 48-100 additional workforce housing units.

**Metrics**: Contract for land purchase successfully executed and plans underway for housing development.


*More detail provided in full application*

**Partnerships**

1 partner

**Demonstrated Need**

150 People Served 150 Locals Served

**Articulates Long-Term Vision**

These housing units are expected to serve the community for at least 50 years

Supplemental planning documents: Strategic Plan

**Consistent with Community Strategies**

Promote the development of affordable housing

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Good volunteer numbers.</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>0</td>
<td>74% reliance on Resort Tax.</td>
</tr>
<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
<td>5</td>
<td>3</td>
<td>Contract amendments required.</td>
</tr>
<tr>
<td><strong>Total-Sponsor</strong></td>
<td></td>
<td>25</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td><strong>PROJECT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matching Funds</td>
<td>Collaboration</td>
<td>10</td>
<td>0</td>
<td>Less than 1:1.</td>
</tr>
<tr>
<td>Quality of Proposal</td>
<td>Efficiency</td>
<td>10</td>
<td>5</td>
<td>Project summary does not outline specifics.</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Core Operations Ratio</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>10</td>
<td>Good life-span.</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Good trajectory, but still reliant at 64% in the best of years.</td>
</tr>
<tr>
<td>Consistent with Community Strategies</td>
<td>Planning</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td><strong>Total-Project</strong></td>
<td></td>
<td>75</td>
<td>50</td>
<td></td>
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<tr>
<td><strong>OVERALL TOTAL</strong></td>
<td></td>
<td>100</td>
<td>63</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Scoring Focus</th>
<th>Available</th>
<th>Score</th>
</tr>
</thead>
<tbody>
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<td>Collaboration</td>
<td>30</td>
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<tr>
<td>Efficiency</td>
<td>35</td>
<td>28</td>
</tr>
<tr>
<td>Planning</td>
<td>35</td>
<td>25</td>
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</table>
## Project Funding

**Cash only, not including In-Kind**

<table>
<thead>
<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resort Tax</td>
<td>$1,100,000.00</td>
<td>$1,000,000.00</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>Other Public Funding</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Private Donations</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>Grants</td>
<td>$250,000.00</td>
<td>$200,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Dues, Fees, Membership, Sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COVID-19 Relief</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>$1,350,000.00</td>
<td>$1,400,000.00</td>
<td>$800,000.00</td>
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## Project Expenses FY22

### Project and Programing (Direct)

<table>
<thead>
<tr>
<th>Item</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Property Acquisition</td>
<td>$1,350,000.00</td>
<td>$1,100,000.00</td>
<td>$-</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Scholarships and Financial Assistance</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Travel</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other*</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$1,350,000.00</td>
<td>$1,100,000.00</td>
<td>$-</td>
</tr>
</tbody>
</table>

### Core Operations (Indirect)

<table>
<thead>
<tr>
<th>Item</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Rent and Mortgage</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

### Additional Operations (Indirect)

<table>
<thead>
<tr>
<th>Item</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Memberships (Industry and Trade Organizations)</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other**</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

**Total** $1,350,000.00 $1,100,000.00

---

Payroll and Benefits-Including, taxes, workers comp, and unemployment
Rent and Mortgage-Including utilities, taxes, HOA fees, and property insurance
Office Expenses-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

**Project Overview**

**Project Name**
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

Future Development TBD

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?
$1,100,000.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?
Without Resort Tax Funds, we will not be able to initiate the next housing project.

**Category**
Please select the category that best pertains to this project.
Housing

**Additional Information**
What additional information would you like to share with the District regarding this project?
The requested funds will go toward land acquisition for the next project dedicated to the local workforce. It is anticipated that subsequent Future Developments will be in the planning stages each year.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
Resort Tax Funds are an essential component to the acquisition of land into a Community Land Trust so that housing units can be developed which are dedicated to local workers. Both rental and ownership units are needed to support our local economy.
**Forecasting Accuracy**

*In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.*

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$1,000,000.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$500,000.00

**Financial Sustainability, Reliance, Matching Funds**

*The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.*

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

- Project Budget_Application BSRAD Future Development TBD.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

- No

**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

- No
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

N/A

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

As BSCHT asks for Community and Foundation support, it would be helpful if the District publically stands behind this and future housing projects.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal of this project is to acquire another land parcel to produce between 48-100 additional workforce housing units.

Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Contract for land purchase successfully executed and plans underway for housing development

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2021</td>
<td>Receive Funding Award</td>
</tr>
<tr>
<td>August 2021</td>
<td>Make offer to property owner for new parcel</td>
</tr>
<tr>
<td>October 2021</td>
<td>Finalize land purchase contract</td>
</tr>
<tr>
<td>December 2021</td>
<td>Initial Site Plan and # Units determined</td>
</tr>
<tr>
<td>March 2022</td>
<td>Receive Planning, WSD approvals</td>
</tr>
</tbody>
</table>
Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
08/01/2023

Longevity of Project*
What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span.

Using a fictitious scenario: The sidewalk is expected to last 80 years.

These housing units are expected to serve the community for at least 50 years

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

Plans will be developed based on the amount of land purchased. Market Surveys and The BSCHT Startegic Plan documents will be used to determine style and type of units produced.

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.
Promote the development of affordable housing

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Adding more housing units dedicated to the local workforce addresses the TOP priority identified in this community

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.
- Businesses (private and public)
- Local Workforce
- Year-Round Residents

**People Served**
How many people will this project serve?
150

**Measuring People Served**
How do you plan to track or measure the number of people served?
- # units added to the housing market, # bedrooms added, # residents housed

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?
150

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.
No outreach has yet taken place about the new project as it is still in the planning stages
**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration. Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners***

How many partners do you have on this project? If none, enter 0.

1

**Partner List***

Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

A partnership has been formed with CHAPP to develop the property on Lone Mountain Trail. While discussion have been held with several local developers, no partnerships are currently in place for the new project.

**Infrastructure (Development and Construction)**

**Infrastructure***

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

Yes

**Infrastructure Detail**

Due to the complexity of large-scale infrastructure projects the District requires the following additional detail.

**Property Acquisition***

Is the acquisition of property required for this project?

Yes
Ownership*
Who will own the property as a result of this project?
BSCHT will create a Community Land Trust to hold the property

Financing Contingencies*
How do you intend to finance cost overages?
Through developer fee and contingency funds in the project budget

Contractors*
Have you selected a general contractor and architect/engineer to oversee the project, if so who?
No

Bidding*
What is your bidding process for this project?
A competitive bid process will be utilized

Operations and Maintenance*
What is your plan for funding on-going operations and maintenance of the project upon completion?
The pro forma for the project will include an on-going cash flow analysis. Rental units will generate on-going income, for-sale units will generate cash upon sale.

Permits and Zoning*
What are the necessary permits and zoning approvals for this project and have they been secured?
Water and sewer permits will be required as will planning approval. Much too early for any submissions

Hook-Ups*
Have hook-ups and approvals for power, water, and sewer been secured to meet project needs?
Not yet

Construction Impacts*
What will the impacts (traffic, noise, environmental, etc) to the surrounding area be during the construction of this project? And how do you plan to minimize any potential negative impacts?
Too early to say
**Long-Term Impacts**

Will this project have any long-term impacts such as increased traffic, parking, environmental impacts, water use, light pollution, accessibility? And how do you plan to address these impacts?

Too early to say

**Deed Restrictions**

Will this project be deed-restricted, if so what restrictions do you intend on putting in place?

Yes this property will be deed restricted and be perpetually dedicated to local workers

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**

Laura Seyfang
The collaboration between CHAP and BSCHT is adding much needed apartments for local workers. Resort Tax funding plays a major role in making deed-restricted housing projects like this possible. The recently announced project is in the planning stages as federal tax credit funding is being secured.

### Quality of Proposal

**Goals**: Complete construction of 24 rental apartments dedicated to the local workforce which will be rented at rates based on tenant's income.

**Metrics**: Project progressing per schedule and within budget.


*More detail provided in full application*

### Partnerships

5 partners

### Demonstrated Need

50 People Served  50 Locals Served

### Articulates Long-Term Vision

These housing units should serve the Big Sky Community for at least 50 years. The Ground Lease will be for 99 years

**Supplemental planning documents**: Plans are being finalized for the project during the LIHTC process.

### Consistent with Community Strategies

Promote the development of affordable housing

### Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage
### APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
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<tr>
<td><strong>SPONSOR</strong></td>
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<td>Quality of Proposal</td>
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### Scoring Focus

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## Project Funding

**Cash only, not including In-Kind**

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<th>FY22 (7/1/21-6/30/22)</th>
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## Project Expenses FY22

### Project and Programming (Direct)

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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
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<td>Other*</td>
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<td><strong>Subtotal</strong></td>
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### Core Operations (Indirect)

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<tr>
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### Additional Operations (Indirect)

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<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<td>Travel &amp; Training</td>
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<td><strong>Total</strong></td>
<td><strong>$950,000.00</strong></td>
<td><strong>$500,000.00</strong></td>
</tr>
</tbody>
</table>

- **Payroll and Benefits**: Including taxes, workers comp, and unemployment
- **Rent and Mortgage**: Including utilities, taxes, HOA fees, and property insurance
- **Office Expenses**: Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses*: Contract Services are to BlueLine development for construction/development costs

*Other Funding*: "Leftover" $100,000 from previously allocated future development funds from Resort Tax

**Other-Additional Operational Expenses:**
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

RiverView Apartments on Lone Mountain Trail

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$500,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

The Resort Tax Funds are critical to completion of this currently launched project. They are required to make the funding model work.

Category*
Please select the category that best pertains to this project.

Housing

Additional Information*
What additional information would you like to share with the District regarding this project?

The need for this $600,000 was discussed when the past year award of $1.4M was made. The LIHTC application will be submitted on April 10, 2021 and anticipates this second award in the proposed budget.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The collaboration between CHAP and BSCHT is adding much needed apartments for local workers. Resort Tax funding plays a major role in making deed-restricted housing projects like this possible. The recently announced project is in the planning stages as federal tax credit funding is being secured.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$200,000.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application BSRAD RiverView Apts.xlsx

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

N/a

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

The support of the District with the Water/Sewer Board is greatly appreciated. In the final steps of the LIHTC application, a letter of support may be requested.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Complete construction of 24 rental apartments dedicated to the local workforce which will be rented at rates based on tenant’s income.

Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Project progressing per schedule and within budget

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

April 2021   Water/Sewer Annexation Approval
June 2021    County Planning Approval
October 2021  LIHTC Award announcement
Early 2022   Construction commences
Summer 2023  Units occupied
Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*

01/01/2021

Project Completion Date*

07/30/2023

Longevity of Project*

What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span.

Using a fictitious scenario: The sidewalk is expected to last 80 years.

These housing units should serve the Big Sky Community for at least 50 years. The Ground Lease will be for 99 years.

Supplemental Planning Efforts*

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

Initial plans have been shared with the district. Plans are being finalized for the project during the LIHTC process.

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

Promote the development of affordable housing
**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

This project will create 24 rental units which will be dedicated perpetually to local workers and charged rents based on tenant income level. Creating additional housing opportunities for local workers has been identified by the community as their top priority.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.
- Businesses (private and public)
- Local Workforce
- Year-Round Residents

**People Served**
How many people will this project serve?
50

**Measuring People Served**
How do you plan to track or measure the number of people served?
- # apartments created, # bedrooms created, # residents housed

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?
50

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

This housing development partnership has been covered in several newspaper articles, on the BSCHT website and in our monthly newsletter.
**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration. *Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

5

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

- CHAP - Cross Harbor Housing Access Partners
- LMLC - Lone Mountain Land Co.
- Blue Line Development
- LIHTC - Low Income Housing Tax Credit Investors
- Big Sky Water/Sewer District

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**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

Yes

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**Infrastructure Detail**

Due to the complexity of large-scale infrastructure projects the District requires the following additional detail.

**Property Acquisition**

Is the acquisition of property required for this project?

Yes
Ownership*
Who will own the property as a result of this project?

The land will be owned by BSCHT and held in a Community Land Trust

Financing Contingencies*
How do you intend to finance cost overages?

Developer fees and contingency funds are set at an appropriate level in the budget to cover potential overruns

Contractors*
Have you selected a general contractor and architect/engineer to oversee the project, if so who?

In Process. A MOU is being negotiated with Blue Line Development, an experienced developer of low income housing, based in Missoula. From there, the general contractor and architect will be contracted. A modular build is forecasted. Blue Line has excellent references from other communities they have worked with on similar projects. They had significant experience in acquiring LIHTC funds.

Bidding*
What is your bidding process for this project?

A competitive bid process will be utilized and managed by Blue Line

Operations and Maintenance*
What is your plan for funding on-going operations and maintenance of the project upon completion?

The project pro forms generates returns from rental units to cover operating expenses.

Permits and Zoning*
What are the necessary permits and zoning approvals for this project and have they been secured?

Planning permits will be acquired by CHAPP and LMLC as the project moves forward. Initial discussions have been held regarding setbacks and easements.

Hook-Ups*
Have hook-ups and approvals for power, water, and sewer been secured to meet project needs?

Not yet. The BSWSD will review the annexation request and use of Workforce Housing SFEs for the project during their April Board Meeting.
**Construction Impacts**
What will the impacts (traffic, noise, environmental, etc) to the surrounding area be during the construction of this project? And how do you plan to minimize any potential negative impacts?

The turn lanes which are planned to be added to Lone Mountain Trail and the light at Little Coyote intersection will help with construction traffic.

**Long-Term Impacts**
Will this project have any long-term impacts such as increased traffic, parking, environmental impacts, water use, light pollution, accessibility? And how do you plan to address these impacts?

The turn lanes which are planned to be added to Lone Mountain Trail and the light at Little Coyote intersection will help with the traffic flow long term. It is anticipated that many of the complex residents will use Skyline transportation to get to work.

**Deed Restrictions**
Will this project be deed-restricted, if so what restrictions do you intend on putting in place?

Yes the entire property along Lone Mountain Trail will be deed restricted for workforce housing.

**Application Verification**
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

**Verification**
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**
Laura Seyfang
The Big Sky Community Housing Trust provides much needed services, working diligently to improve the availability of affordable housing for the Big Sky community. Our lean staff handles all aspects of the organization.

### Matching Funds & Financial Sustainability

**FY22**
- Resort Tax, 74%
- Grants, 8%
- Other*, 13%
- Private Donations, 5%

**FY23**
- Resort Tax, 53%
- Grants, 13%
- Other*, 26%
- Private Donations, 11%

**FY24**
- Resort Tax, 43%
- Grants, 13%
- Other*, 32%
- Private Donations, 13%

*Results in future operating and maintenance costs? NO*

### Quality of Proposal

**Goals**: Provide to Big Sky a well functioning organization focused on solving the workforce housing challenges ranked critical by the community.

**Metrics**: Number of housing units added, number of residents placed in housing, and number of loans made.

**Milestones**: None

*More detail provided in full application*

### Partnerships

11 partners

### Demonstrated Need

1,000 People Served  1,000 Locals Served

### Articulates Long-Term Vision

On-going

**Supplemental planning documents**: Housing Action Plan, working on Strategic Plan

### Consistent with Community Strategies

Promote the development of affordable housing

### Core Operations Ratio

**Core Operations includes Payroll, Benefits, Rent and Mortgage**

- Core Operations, 100%
- Additional Operations, 0%
- Project & Programming, 0%
- Direct, 0%
- Indirect, 100%
## APPLICATION SCORE

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<th>Score</th>
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Operations

#### Project Funding
Cash only, not including In-Kind

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<td>COVID-19 Relief</td>
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<tr>
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<td>$50,000.00</td>
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<td><strong>$190,000.00</strong></td>
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</table>

#### Project Expenses FY22

<table>
<thead>
<tr>
<th>Project and Programming (Direct)</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$1,500.00</td>
<td>-</td>
</tr>
<tr>
<td>Property Acquisition</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$500.00</td>
<td>-</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>$3,500.00</td>
<td>-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Scholarships and Financial Assistance</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other*</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$5,500.00</td>
<td>-</td>
</tr>
</tbody>
</table>

| Core Operations (Indirect)       |                |            |
| Payroll and Benefits             | $165,000.00    | $140,000.00|
| Rent and Mortgage                | $5,000.00      | -          |
| **Subtotal**                     | $170,000.00    | $140,000.00|

| Additional Operations (Indirect) |                |            |
| Contract Services                | $8,000.00      | -          |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | $3,000.00 | -          |
| Marketing, Advertising, and Communications | - | -          |
| Memberships (Industry and Trade Organizations) | - | -          |
| Office Expenses                  | $2,000.00      | -          |
| Repairs and Maintenance          | -              | -          |
| Sponsorships                     | -              | -          |
| Travel & Training                | $1,500.00      | -          |
| Other**                          | -              | -          |
| **Subtotal**                     | $14,500.00     | -          |
| **Total**                        | **$190,000.00**| **$140,000.00**|

*Payroll and Benefits-Including, taxes, workers comp, and unemployment  
Rent and Mortgage-Including utilities, taxes, HOA fees, and property insurance  
Office Expenses-Including uniforms, postage, supplies, and subscriptions

**Other-Direct Project Expenses:

Other Funding = earnings from Property Mgmnt, HOA Mgmt and CLT Mgmt Services provided

**Other-Additional Operational Expenses:
Application Form

**Project Overview**

**Project Name**
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

Operations

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?
$140,000.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

As a new organization BSCHT relies heavily on Resort Tax to fund Operations expenses. We are developing other revenue streams but would be devastated to not receive this support this year.

**Category**
Please select the category that best pertains to this project.

Housing

**Additional Information**
What additional information would you like to share with the District regarding this project?

This request is a slight increase over last year (3%). Operations costs are forecasted to increase due to staff payroll increases as well as an additional staff person. Other revenue sources are now funding a portion of Operations expenses.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Big Sky Community Housing Trust provides much needed services, working diligently to improve the availability of affordable housing for the Big Sky community. Our lean staff handles all aspects of the organization.
Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$100,000.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$80,000.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
Project Budget_Application BSRAD Operations.xlsx

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.
No

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.
No
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

A grant request is being made to the Murdock Foundation to help fund an additional staff person. A letter of support from Resort Tax would be beneficial.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

Provide to Big Sky a well functioning organization focused on solving the workforce housing challenges ranked co critical by the community. Deliverables include added units to the stock of both rental and ownership housing units which are affordable to local workers, and providing loans to help locals achieve home ownership.

Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Organization metrics include: number of housing units added, number of residents placed in housing, and number of loans made.

Organization effectiveness will be measured by % income dedicated to administration, programs and fundraising, and amount of donations/grants received.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

None
**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

06/30/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

on going

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

The Housing Action Plan documented in 2018. BSCHT Board also held a Strategic Planning Session in March 2021 to update priorities and initiatives.

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

Promote the development of affordable housing
**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

The organization is dedicated to improving affordable housing.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.
- Businesses (private and public)
- Children/Families
- Local Workforce
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance

**People Served**
How many people will this project serve?
- 1000

**Measuring People Served**
How do you plan to track or measure the number of people served?
- # residents placed in new housing units, # receiving DPA loans, # condo owners participating in Rent Local Program, # Businesses benefitting form stable housing for their employees

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?
- 1000

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.
- Monthly newsletter updates to distribution list of 1400, regular newspaper articles, fliers in local kiosks
**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.  

**Partner:** An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

11

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

- LMLC - partnering on new development
- Christies Realty - representing MeadowView Sales with low commission
- Triple Creek Development - Supporting 2 rental homes for local workers
- Rabb Law Firm - providing heavily discounted legal service to MeadowView buyers
- YCCF, MCF, SPCF - for grants to support BSCHT programs
- First Security Bank - contribution towards MV legal fees and donation to DPA
- Big Sky Real Estate - donations to DPA program
- Neighborworks Montana - underwriting DPA loans
- HRDC - guidance

**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.
Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Laura Seyfang
BSCHT’s Rent Local Program makes rental units available for local workers, while providing property owners a reasonable financial return. The program screens tenants, provides regular property checks, reduced Property Management fees, and places to stay when owners come visit Big Sky on vacation.

Matching Funds & Financial Sustainability

<table>
<thead>
<tr>
<th>Year</th>
<th>Resort Tax</th>
<th>Private Donations</th>
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<tbody>
<tr>
<td>FY22</td>
<td>32%</td>
<td>25%</td>
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<tr>
<td>FY23</td>
<td>32%</td>
<td>27%</td>
</tr>
<tr>
<td>FY24</td>
<td>29%</td>
<td>29%</td>
</tr>
</tbody>
</table>

Quality of Proposal

Goals*: In Calendar Year 2021, BSCHT aims to add 58 more rental units to the workforce housing rental pool through this program.

Metrics*: # of rental units added and # of residents housed.

Milestones*: Advertise incentives to Home Owners, Convert properties to Long Term rentals, Match residents with available housing stock.

*More detail provided in full application*

Partnerships

5 partners

Demonstrated Need

150 People Served  150 Locals Served

Articulates Long-Term Vision

This could be an on-going project if successful but incentive funds will be required annually. The extreme need is in the next two years until additional rental units for workers can be built.

Supplemental planning documents: None

Consistent with Community Strategies

Promote the development of affordable housing

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage
## APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<tr>
<td><strong>SPONSOR</strong></td>
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<tr>
<td>Community Participation</td>
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<td>5</td>
<td>Good volunteer numbers.</td>
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<td>0</td>
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<tr>
<td>Matching Funds</td>
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<tr>
<td>Quality of Proposal</td>
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<td>Partnerships</td>
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<td>Core Operations Ratio</td>
<td>Efficiency</td>
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<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
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<td>10</td>
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<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>5</td>
<td></td>
</tr>
<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>5</td>
<td>Project application does not outline clear path to achieve long-term goals.</td>
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<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
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<td>10</td>
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<tr>
<td>Consistent with Community Strategies</td>
<td>Planning</td>
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<td><strong>Total-Project</strong></td>
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<tr>
<th>Scoring Focus</th>
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<tr>
<td>Planning</td>
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</table>
## Project Funding

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<th>FY23  (7/1/22-6/30/23)</th>
<th>FY24  (7/1/23-6/30/24)</th>
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<td>$100,000.00</td>
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<td>Other Public Funding</td>
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<tr>
<td>Private Donations</td>
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<td>$150,000.00</td>
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<td>Grants</td>
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<td>Events</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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<td></td>
<td></td>
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<tr>
<td>COVID-19 Relief</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td>$370,000.00</td>
<td>$350,000.00</td>
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## Project Expenses FY22

<table>
<thead>
<tr>
<th>Project and Programming (Direct)</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract Services</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Property Acquisition</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Marketing, Advertising, and Communications</strong></td>
<td>$1,000.00</td>
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</tr>
<tr>
<td><strong>Materials and Supplies</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Repairs and Maintenance</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Scholarships and Financial Assistance</strong></td>
<td>$-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other</strong></td>
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<td>$130,000.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
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<td>$130,000.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Core Operations (Indirect)</th>
<th>Project Budget</th>
<th>RT Request</th>
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</thead>
<tbody>
<tr>
<td><strong>Payroll and Benefits</strong></td>
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<tr>
<td><strong>Rent and Mortgage</strong></td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$21,000.00</td>
<td>$-</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Additional Operations (Indirect)</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract Services</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td>$1,500.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Marketing, Advertising, and Communications</strong></td>
<td>$-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Memberships (Industry and Trade Organizations)</strong></td>
<td>$-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Office Expenses</strong></td>
<td>$1,000.00</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Repairs and Maintenance</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sponsorships</strong></td>
<td>$</td>
<td>-</td>
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<tr>
<td><strong>Travel &amp; Training</strong></td>
<td>$500.00</td>
<td>$-</td>
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<tr>
<td><strong>Other</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$3,000.00</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$405,000.00</td>
<td>$130,000.00</td>
</tr>
</tbody>
</table>

Payroll and Benefits-Including, taxes, workers comp, and unemployment
Rent and Mortgage-Including utilities, taxes, HOA fees, and property insurance
Office Expenses-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses: Payments to 58 condo owners at average $6500/year

**Other-Additional Operational Expenses:

---

BSRAD FY22 PROJECT BINDER
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Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Rent Local Incentive

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$130,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

Fewer condos would be converted to Long Term Rentals for local workers, making the extremely challenging rental market even more difficult.

Category*
Please select the category that best pertains to this project.

Housing

Additional Information*
What additional information would you like to share with the District regarding this project?

The Rent Local program has had limited success to date (11 conversions in 2020) because condo owners can make significantly more money renting short term to vacationers. This request would pay owners who switch to long term rentals an average incentive of $6500/year. Targeting lower priced condos, research shows this is the approximate difference in earnings between long and short term rentals, after other considerations are factored in. In order to convince owners to make the switch, an incentive is desperately needed. This program is an appropriate stopgap until additional deed-restricted rental units dedicated to the local workforce can be built.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
BSCHT’s Rent Local Program makes rental units available for local workers, while providing property owners a reasonable financial return. The program screens tenants, provides regular property checks, reduced Property Management fees, and places to stay when owners come visit Big Sky on vacation.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$120,000.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$100,000.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application BSRAD Rent Local.xlsx

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No
**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

Yes

---

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

There will be additional work required by BSCHT to list properties, screen and place renters, and administer the incentive funds. The Housing Trust is forecasting the addition of an additional staff person in FY22 to handle fundraising and community engagement, freeing up current staff to focus on the Rent Local initiative. Some funds will be requested from Resort Tax to support the added staff. A grant is being written to the Murdock Foundation for staffing funds.

---

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

A letter of support to the Murdock Foundation and to the local Club Foundations would be beneficial.

---

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

---

**Project Goals and Outcomes**
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

In Calendar Year 2021, BSCHT aims to add 58 more rental units to the workforce housing rental pool through this program. A deliverable is satisfied residents housed.

---

**Metrics**
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

# of rental units added and # of residents housed
Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

- Advertise incentives to Home Owners
- Convert properties to Long Term rentals
- Match residents with available housing stock

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

This could be an on-going project if successful but incentive funds will be required annually. The extreme need is in the next two years until additional rental units for workers can be built.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No
**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

Promote the development of affordable housing

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

This project increases housing options for local workers who have nowhere to live. It ensures more rental units are made available, while providing property owners a reasonable financial return. BSCHT's Rent Local Program provides other benefits to condo owners such as screening of tenants, regular property checks, reduced Property Management fees, places to stay when owners come visit Big Sky on vacation.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

Children/Families
Local Workforce
Part-Time Residents
Property Owners/HOAs
Residents in Need of Financial Assistance
Year-Round Residents

**People Served**
How many people will this project serve?

150

**Measuring People Served**
How do you plan to track or measure the number of people served?

# of units converted to long term rentals and # residents housed
Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

150

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

Newspaper articles, email appeal to HOAs, home mailers, and appeals through newsletter try to convince condo owners to consider this program

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

5

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

All three community club foundations are being asked to financially support this incentive program. The MLS Realtor Group has also been requested to assist in the Home Share portion of the Rent Local Program. Ascend Property Management has been willing to assist with Property Management Services.

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter

Laura Seyfang
VBS, the official Destination Marketing & Management Organization for the Big Sky destination leads the development/marketing of authentic tourism experiences, through research and stakeholder collaboration to grow Big Sky’s economy while balancing the need to sustain quality of life for residents.

**Quality of Proposal**

**Goals**: The goal is to support Big Sky’s continued evolution from a destination ski resort to a sustainable, year round community.

**Metrics**: Tourism Sentiment Index, Competitor benchmarks, Total Impressions, Site traffic, Site quality score, Social audience growth per platform, Engagements with emails, newsletters, and other communications, Increase visits from high-value and conscientious travelers, Bookings, Visitor demographics, Air Travel, Increase business for lodging partners, Partner occupancy, Average daily rate, Revenue per available room, Visitation and length of stay, Bed Tax Revenue, Resort Tax Revenue, Visitor spending

**Milestones**: Sponsor did not articulate milestones that will occur during project dates.

*More detail provided in full application*

**Partnerships**

12 Partners

**Demonstrated Need**

200,000 People Served 2,500 Locals Served

**Articulates Long-Term Vision**

Unclear from Sponsor response

**Supplemental planning documents**: None

**Consistent with Community Strategies**

Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Protect wildlife habitat & natural resources, Work to become a sustainable & resilient community
<table>
<thead>
<tr>
<th>Criteria</th>
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<th>Notes</th>
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<td>Efficiency</td>
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<td>Project summary does not outline specifics. Specific metrics. Sponsor did not articulate milestones that will occur during project dates.</td>
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<td>Core Operations Ratio</td>
<td>Efficiency</td>
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<td>Demonstrated Need</td>
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<td>10</td>
<td>Tourism promotion needs to continue.</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Project application does not outline clear path to achieve long-term goals.</td>
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<td>Efficiency</td>
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<td>Planning</td>
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### Project Funding

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<th>FY22</th>
<th>FY23</th>
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<tr>
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<td>(7/1/21-6/30/22)</td>
<td>(7/1/22-6/30/23)</td>
<td>(7/1/23-6/30/24)</td>
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<td>$611,835.00</td>
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<td>Private Donations</td>
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<td>Corporate Donations &amp; Sponsorships</td>
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<td>Grants</td>
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<td>Events</td>
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<td>Dues, Fees, Membership, Sales</td>
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<td>COVID-19 Relief</td>
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<tr>
<td>Other*</td>
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<td>$790,835.00</td>
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### Project Expenses FY22

#### Project and Programing (Direct)

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<th></th>
<th>Project Budget</th>
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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
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<tr>
<td>Other*</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$754,493.00</td>
<td>$556,215.00</td>
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</table>

#### Core Operations (Indirect)

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<thead>
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<tbody>
<tr>
<td>Payroll and Benefits</td>
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<td>Rent and Mortgage</td>
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<td><strong>Subtotal</strong></td>
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#### Additional Operations (Indirect)

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<tbody>
<tr>
<td>Contract Services</td>
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<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>Marketing, Advertising, and Communications</td>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<td>Sponsorships</td>
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<td>Travel &amp; Training</td>
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<tr>
<td>Other**</td>
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<tr>
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#### Total

<table>
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<tr>
<th></th>
<th>Project Budget</th>
<th>RT Request</th>
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<tbody>
<tr>
<td></td>
<td>$754,493.00</td>
<td>$556,215.00</td>
</tr>
</tbody>
</table>

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:

Payroll and Benefits-Including, taxes, workers comp, and unemployment
Rent and Mortgage-Including utilities, taxes, HOA fees, and property insurance
Office Expenses-Including uniforms, postage, supplies, and subscriptions

BSRAD FY22 PROJECT BINDER
Page 84 of 519
**Project Overview**

**Project Name**
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

VBS- Destination Marketing

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?

$556,215.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

Should Resort Tax funding not be awarded to Visit Big Sky, the collective marketing of the Big Sky destination in a cohesive and consistent manner by the Official Destination Marketing and Management organization working for the greater good, would not be possible. Last fiscal year, Resort Tax funding for VBS equated to approximately 70% of its budget because the local CVB only receives on average $350,000 of bed tax revenues to reinvest in tourism promotion. VBS is the only organization dedicated to all tourism stakeholders from our governmental entities, business owners, their employees, our visitors, our residents, our wildlife, our natural assets and the community at-large, working to preserve the destination for future generations. Visit Big Sky is trying to flatten out the tremendous seasonality of our economy. Resort Tax revenues which are a direct result of tourism spending would go down if VBS funding is eliminated.

**Category**
Please select the category that best pertains to this project.

Economic Development

**Comment:** Changed from Recreation & Conservation to Economic Development following conversation with Lori.

**Additional Information**
What additional information would you like to share with the District regarding this project?

"Sustainable tourism is defined as an enterprise that achieves a balance between the environmental, economic, and socio-cultural aspects of tourism development so as to guarantee long-term benefits to recipient communities." Source: https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf. Through community collaboration, Visit Big Sky is committed to the building of sustainable tourism by marketing our
destination through increased visitor quality to Big Sky during the summer and shoulder seasons which will benefit our economy by adding value during our slower times without being a burden on the successful winter. Visit Big Sky’s application last year was awarded $643,731 with $155,000 being returned from the spring application due to COVID19 and the lockdown of our country and visitor travel, for the most part, halted. Our funding request is $67,484 higher than last year’s awarded funding because FY22 includes a full year of Karsh Hagan agency core services.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

VBS, the official Destination Marketing & Management Organization for the Big Sky destination leads the development/marketing of authentic tourism experiences, through research and stakeholder collaboration to grow Big Sky’s economy while balancing the need to sustain quality of life for residents.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$611,835.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$673,020.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application Marketing.xlsx
**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

Yes

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

In FY21, Visit Big Sky contracted with Karsh Hagan, an advertising agency out of Denver, to be our agency of record. A spring marketing campaign was launched by Karsh Hagan to market our destination to visitors concentrating on the proximity of Big Sky to Yellowstone National Park. The second contract year will be in FY 22 to enhance and develop new strategies. Metrics to measure success will not be available until the FY 21 campaign ends and if successful, Karsh Hagan’s contract will continue.

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

As fiscal sponsor of the Big Sky Convention and Visitor Bureau (CVB), a portion of VBS’ funding comes from the partial allocation of the 4% Montana Lodging Facility Use Tax (the remaining 3% Sales Tax to the MT General Fund). These monies are projected to be around $360,000 by the Montana Department of Revenue and distributed quarterly based on actual collections via the Department of Commerce’s Montana Office of Tourism and Business Development with the Tourism Advisory Council’s oversight.

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.
Project Goals and Outcomes*

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The goal is to support Big Sky’s continued evolution from a destination ski resort to a sustainable, year-round community by flattening out the seasonality of our destination’s visitation, shortening the shoulder seasons, building up summer to rival winter, and mitigating risks from weather by planning. As stated before, the first quarter of the year, ski season, brings in 3x as much in tax revenue than summer. VBS is working to eliminate that imbalance. Continual and consistent messaging is the foundation upon which a destination’s reputation is built. With the help of Karsh Hagan, Visit Big Sky is going to utilize their expertise to “guide our brand forward by creating business solutions that will enable us to be more responsive to the competitive markets and the ever-changing technology and cultural landscapes.” Source: https://karshhagan.com/about/

Metrics*

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Karsh Hagan has the following metrics they will use to measure the success of our marketing campaign:

1. Increase brand awareness and knowledge among prospective travelers, beyond winter and as a gateway community for Yellowstone National Park through the use of:
   - Tourism Sentiment Index
   - Competitor benchmarks (volume and key attribute sentiment)
   - Total Impressions, video completion rate, click-through rate, site landers
   - Site traffic, time on site, bounce rate, engagements with site content (guides, blogs), video watch length
   - Site quality score, keywords
   - Social audience growth per platform, impressions, likes, engagement (likes, shares, comments)
   - Engagements with emails, newsletters, and other communications
   - Increase visits from high-value and conscientious travelers, especially in summer and shoulder seasons

2. Bookings
   - Visitor demographics
   - Air Travel
   - Increase business for lodging partners
   - Partner occupancy
   - Average daily rate
   - Revenue per available room

3. Increase traveler length of stay and spending / Drive tax revenue
   - Visitation and length of stay
   - Bed Tax Revenue
   - Resort Tax Revenue
   - Visitor spending

These metrics will be more meaningful after a couple of campaigns because Karsh Hagan will then have comparison metrics from year to year.

Milestones*

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.
Visit Big Sky together with the Big Sky Chamber of Commerce instituted a micro-grant program for small businesses who employed between 1-20 employees; businesses with 5 and under employees received $2,500 and those with 6-20 employees received $5,000 to be used for rent, utilities and other operational expenses. We helped 56 local businesses, many of which had an uncertain future due to the new normal brought on by COVID19. In addition, Visit Big Sky supplied PPE, including masks, plexiglass dividers and hand sanitizer, to keep our workforce safe during these unprecedented times.

Visit Big Sky has also seen increased bed tax revenue of 8% from 2018 to 2019 and 11% from 2019 to 2020 with a 12% decrease from 2020 to 2021 YTD due to COVID19. With the help of our marketing agency, Karsh Hagan, we hope to elevate our tourism activity to higher levels to even out the disparity between winter and the other 3 seasons.

Visit Big Sky instituted an annual Marketing Outlook Luncheon and Member’s meeting held in May of each year. Visit Big Sky, as the official destination marketing organization for Big Sky and leader of the tourism collaborative, believed that it was necessary to convene local tourism stakeholders each year and provide the marketing insights from the state, regional and destination levels. Our inaugural luncheon was a sellout but due to COVID19, the meeting in 2020 had to be held virtually.

Visit Big Sky has contracted with Destimetrics to be our lodging database collection agency who collects and compiles occupancy statistics from our lodging partners each month and reports back through a daily occupancy report, production notes and executive summaries. This data is not a complete analysis of night rental statistics in Big Sky because some lodging facilities are not able to participate in the data collection efforts due to management regulation constraints but the data that is collected is being analyzed by the partners involved.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

06/30/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span. Using a fictitious scenario: The sidewalk is expected to last 80 years.*

Visit Big Sky’s main focus is marketing Big Sky, it is why our organization was created. As long as Big Sky continues to be a favorite among outdoor enthusiast, VBS needs to monitor the wants and needs of our visitors to give them the most authentic experience possible. The marketing efforts must not be stopped or reduced in order to be certain that Big Sky tops the list when people are making vacation plans. This project will need to be funded as long as Big Sky remains a tourist destination.
**Supplemental Planning Efforts***

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

Visit Big Sky is in a state of transition at this moment. We are actively searching for a CEO who will elevate our organization to the next level of marketing expertise. Long term goals will be defined when our new management person has been onboarded and has taken time to get to know Big Sky’s tourism stakeholders and other governing organization and also to collaborate fully with those leaders already established in Big Sky and get a feel for what direction the marketing should take.

---

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

---

**Our Big Sky Strategies***

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support independently-owned small businesses
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Protect wildlife habitat & natural resources
- Work to become a sustainable & resilient community

---

**Strategy Explanation***

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

VBS adopted its Imagine Big Sky 2023 Tourism Master Plan focusing its marketing efforts on growing Big Sky as a sustainable year round community by building its reputation and boosting summer: July-August and shoulder seasons: May-June and September-October. Messaging is tied to Big Sky as a Gateway Community to Yellowstone National Park, and to Big Sky’s own summer outdoor recreation product offering, coupled with the vibrancy of a small community via new restaurants, retail and events. All strategies are selected because bringing visitors to Big Sky directly translates into Resort Tax revenue which in turn is allocated out to the nearly 30 government and nonprofit organizations that work to address all these strategies. VBS is the ONLY organization whose work directly drives resort tax collections which, in turn, benefits the entire Big Sky community. We intend to market the destination cohesively while preserving our natural resources and the core of who we are as a community.
**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Tourist/Visitor
- Year-Round Residents

**People Served**
How many people will this project serve?

200000

**Measuring People Served**
How do you plan to track or measure the number of people served?

Visit Big Sky serves all visitors who choose Big Sky as their vacation destination due to its marketing efforts. Tracking the actual number of visitors to Big Sky is hard to accomplish at this time since the nightly lodging statistics do not include all of the lodging facilities in Big Sky. Also, to track those who come to Big Sky and do not stay the night is impossible to measure in actual numbers but when Resort Tax collections increase, we know that visitors are spending money in Big Sky.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

2500

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

VBS engages with its tourism business partners, including its DestiMetrics Lodging Partners and Board of Directors which constitute its membership. The VBS publications, website, social media channels, blogs, etc., distribute data from lodging partners for destination management. Via its numerous volunteer committees, including the Marketing and the Sustainability committees, VBS interacts with attractions, event producers, retailers, service providers and nonprofits throughout Big Sky.
**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

12

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

Visit Big Sky has 10 lodging partners; 320 Guest Ranch, Big Sky Vacation Rentals, Buck’s T-4, Natural Retreats - Big Sky, Lone Mountain Ranch, The Lodge at Big Sky, Rainbow Ranch, Stay Montana, The Wilson Hotel - Residence Inn by Marriott and Yellowstone Club Rentals. Visit Big Sky partners with the Big Sky CVB who receives funding from the Montana Lodging Facility Use Tax. Another partner is The Big Sky Chamber of Commerce with whom they share employees and office space to reduce costs.

**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**

Lori Wetzel
Our Community. Our Business. The Big Sky Chamber, in serving its 400+ member businesses, their thousands of employees and our Big Sky community at-large, works every day to Elevate Big Sky in its continued evolution from a destination ski resort to a healthy and sustainable community.

**Matching Funds & Financial Sustainability**

**FY22**
- Resort Tax: 52%
- Other*: 29%
- Dues, Fees, Membership, Sales: 19%

**FY23**
- Resort Tax: 52%
- Other*: 29%
- Dues, Fees, Membership, Sales: 19%

**FY24**
- Resort Tax: 53%
- Other*: 29%
- Dues, Fees, Membership, Sales: 19%

Results in future operating and maintenance costs? YES

**Quality of Proposal**

**Goals:**
1) Advocating for our member businesses; 2) Creating a Positive Business Climate; 3) Encouraging Community Infrastructure; and 4) Facilitating Local Governance.

**Metrics**: Membership counts and dues revenues year over year, event participation

**Milestones**: Sponsor did not provide a clear response on milestones.

*More detail provided in full application*

**Partnerships**

9 Partners

**Demonstrated Need**

6,000 People Served  2,500 Locals Served

**Articulates Long-Term Vision**

The lifespan of the project is perpetual through funding that aids in attracting top talent to better serve our community's business environment needs.

**Supplemental planning documents**: Elevate Big Sky 2023 Strategic Plan

**Consistent with Community Strategies**

Promote the development of affordable housing, Improve and maintain infrastructure, Support & enhance social services, Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Provide transparency/engagement & governance options, Work to become a sustainable & resilient community

**Core Operations Ratio**

Core Operations includes Payroll, Benefits, Rent and Mortgage

---

BSRAD FY22 PROJECT BINDER
Page 93 of 519
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Well attended events, will include question for memberships on next year’s application</td>
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<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>5</td>
<td>42% reliance on Resort Tax, good award trend trajectory.</td>
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<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td>Strong use of industry jargon, difficult to understand measurability.</td>
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<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
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<td><strong>Total-Sponsor</strong></td>
<td></td>
<td><strong>25</strong></td>
<td><strong>20</strong></td>
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<tbody>
<tr>
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<tr>
<td>Quality of Proposal</td>
<td>Efficiency</td>
<td>10</td>
<td>5</td>
<td>Sponsor did not articulate milestones that will occur during project dates. Project summary does not outline specifics.</td>
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<td>Partnerships</td>
<td>Collaboration</td>
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<td>Core Operations Ratio</td>
<td>Efficiency</td>
<td>5</td>
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<td>100% Core Operations.</td>
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<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Operations do not provide deliverables that benefit community beyond 1-year lifespan. Project application does not outline clear path to achieve long-term goals.</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Consistently reliant on Resort Tax around 52%.</td>
</tr>
<tr>
<td>Consistent with Community Strategies</td>
<td>Planning</td>
<td>10</td>
<td>10</td>
<td></td>
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<tr>
<td><strong>Total-Project</strong></td>
<td></td>
<td><strong>75</strong></td>
<td><strong>39</strong></td>
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<tr>
<td><strong>OVERALL TOTAL</strong></td>
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<td><strong>100</strong></td>
<td><strong>59</strong></td>
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<th>Scoring Focus</th>
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<td>19</td>
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<tr>
<td>Efficiency</td>
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<td>25</td>
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<tr>
<td>Planning</td>
<td>35</td>
<td>15</td>
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## Project Funding

**Cash only, not including In-Kind**

<table>
<thead>
<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resort Tax</td>
<td>$321,507.00</td>
<td>$344,012.00</td>
<td>$368,092.00</td>
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<tr>
<td>Other Public Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Donations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Donations &amp; Sponsorships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events</td>
<td></td>
<td></td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
<td>$118,450.00</td>
<td>$124,372.00</td>
<td>$130,591.00</td>
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<tr>
<td>COVID-19 Relief</td>
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<td></td>
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<tr>
<td>Other*</td>
<td>$177,350.00</td>
<td>$387,927.00</td>
<td>$399,565.00</td>
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<tr>
<td>Total</td>
<td>$617,307.00</td>
<td>$856,311.00</td>
<td>$898,248.00</td>
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## Project Expenses FY22

### Project and Programming (Direct)

<table>
<thead>
<tr>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td></td>
</tr>
<tr>
<td>Property Acquisition</td>
<td></td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td></td>
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<tr>
<td>Materials and Supplies</td>
<td></td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td></td>
</tr>
<tr>
<td>Scholarships and Financial Assistance</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td></td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$ -</td>
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</tbody>
</table>

### Core Operations (Indirect)

<table>
<thead>
<tr>
<th>Project Budget</th>
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</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>$655,936.00</td>
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<tr>
<td>Rent and Mortgage</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$717,036.00</td>
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### Additional Operations (Indirect)

<table>
<thead>
<tr>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td></td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td></td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
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<tr>
<td>Memberships (Industry and Trade Organizations)</td>
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<tr>
<td>Office Expenses</td>
<td>$99,550.00</td>
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<tr>
<td>Repairs and Maintenance</td>
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<td>Sponsorships</td>
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<tr>
<td>Travel &amp; Training</td>
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<tr>
<td>Other**</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$99,550.00</td>
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**Total**

<table>
<thead>
<tr>
<th>Project Budget</th>
<th>RT Request</th>
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</thead>
<tbody>
<tr>
<td>$816,586.00</td>
<td>$321,507.00</td>
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</tbody>
</table>

---

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Big Sky Chamber Staffing and Operations

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$321,507.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?
If the Big Sky Chamber does not receive Resort Tax funding, the organization will have to cut projects/programs and possibly staff. The Chamber is a 501 (C)6 membership organization with 400 active members, however, 83% of our members businesses are nonprofits, sole proprietors, and small businesses paying $350 or less annually. The receipts from membership cover all other Chamber annual expenses, including project that previously required resort tax funding but are now self-funded. With the effects of COVID19 subsiding and the addition of our Business Development Manager, our dues revenue has increased by 10% over last year. As the Big Sky community continues to grow, so does the need for resources to serve it. This requires additional staff and thus adds to operating costs. The invaluable benefits provided by the Big Sky Chamber to its member businesses, their employees and the community at-large is an ongoing effort by our staff.

Category*
Please select the category that best pertains to this project.
Economic Development

Comment: Changed from Community Development to Economic Development following conversation with Lori.

Additional Information*
What additional information would you like to share with the District regarding this project?
The Chamber exists to support businesses, especially to support independently owned small businesses and their employees. With the global COVID-19 public health pandemic, now more than ever, we need to support our businesses, to help them STAY in business and to retain their workforce. The Chamber, together with Visit Big Sky, instituted a micro-grant program for small businesses who employed between 1-20
employees; 5 and under employees received $2,500 and 6-20 employees received $5,000 for rent, utilities and other operational expenses. We helped 56 local businesses, many of which did not know how to survive with the new normal brought on by COVID19. In addition, the Chamber supplied PPE, including masks, plexiglass dividers and hand sanitizer, to keep our workforce safe during these uncertain times. Our funding request this year is $4,004 less than last year because of a reallocation of hours between Chamber and Visit Big Sky.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Our Community. Our Business. The Big Sky Chamber, in serving its 400+ member businesses, their thousands of employees and our Big Sky community at-large, works every day to Elevate Big Sky in its continued evolution from a destination ski resort to a healthy and sustainable community.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$344,012.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$368,092.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
chamber Project Budget_Application.xlsx
Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
*Using a fictitious scenario: The Sidewalk Construction项目 has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

Yes, $187,079 of the salary and benefit expense, rent, utilities and supplies pass through to Visit Big Sky as a management fee expense on their resort tax application. The Chamber and Visit Big Sky share employees and office space in order to maximize cost effectiveness. With the Chamber’s focus being local business success and Visit Big Sky’s focus to bring in visitors, who then support our local businesses, having both organizations arranged to share staff and space brings the most benefit to Big Sky.

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

The Chamber has hired a Business Development manager who is responsible for soliciting new Chamber members and increasing commitment levels from existing membership which offers increased benefits to those members while bringing in additional dues revenue for the Chamber. Even with the focus on business development and our dues revenue increasing 10% from last year, funding for staffing and operational expenses is needed.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Because the Big Sky Chamber is a 501 (C) 6 membership organization, the ability to raise funds like 501 (C)3 non-profit organizations is not available to us. With the uncertainty of the COVID19 pandemic, the ability to raise dues to increase our revenues is not a viable option. At this time the Chamber must focus on our member businesses and help them remain open and safe to ensure that Big Sky will survive COVID and come out strong when the pandemic is controlled.
Quality of Proposal

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The Big Sky Chamber is the VOICE of Big Sky business serving as a CHAMPION for a healthy economy by working collaboratively with community stakeholders as a CONVENER and a CATALYST to improve the overall quality of life in the region. Healthy businesses are the measurement of the Big Sky Chamber’s success. The Chamber’s Elevate Big Sky 2023 Strategic Plan identifies the following four priorities comprising the organization’s Scope of Work: 1) Advocating for our member businesses; 2) Creating a Positive Business Climate; 3) Encouraging Community Infrastructure; and 4) Facilitating Local Governance. The Chamber would be unable to achieve these goals without a professional, qualified staff. Resort Tax funding allows the Chamber to attract and retain top professional talent who reside in a location that is convenient to serve its membership. This financial security allows our team to focus on increasing membership dues and community programming.

Metrics

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Big Sky was born a destination resort community and to thrive we need visitors to come and enjoy this place we get to live in every day. To Elevate Big Sky and support its continued evolution from a tourist destination to a sustainable community, the premiere community in Montana to live, work and play in, is our goal. One metric for success the Chamber will use is membership counts and dues revenues year over year. With the onboarding of our Business Development Manager, our membership count has been reduced by 8% from the end of last year, however, our dues revenue has grown by 10% over last year at this time. Our manager is actively calling on past due accounts and, after explaining the benefits of Chamber membership, is securing their dues payment. She also has been able to upgrade a few members to higher membership levels and has added, on average, 4 new members per month. Another metric we will use for success is participation in our Chamber events, from the golf tournament, Eggs and Issues and Leadership Big Sky. Each event will include sponsorship income and a participation fee which should not only allow the event to be self-funded by generate excess income as well.

Milestones

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

*The Chamber’s largest asset is its people. It takes people to plan and execute the projects and events which define us in the community. The Chamber has been instrumental in the growth of Big Sky through many past projects such as the Tiger Grant, the Community Housing Trust and involvement in the Coordinating Council of Big Sky. A major milestone for the Chamber was the involvement in the micro grant program for Big Sky small businesses during the COVID-19 pandemic. As our mission states, we are dedicated to advocating for our members so by providing grants and free PPE to help them stay strong and open fits hand in hand with our mission. We also have a bi-weekly newsletter, The Big Sky Biz, which amplifies our*
member’s messages to the community at large. Since last year we have increased our readership by over 3,000 people. Because of the bridge projects last year and the Highway 64 construction for the next 2 years, the Chamber has created a summertime weekly newsletter which is distributed to the entire community to keep them informed of road closures and possible traffic revisions. Our Business Development manager has created 2 additional membership newsletters, one highlighting our new members every 2 weeks and the other called Navigating Big Sky is HR information given to our members only to help them navigate the complicated HR issues they all face but do not have the time to research thoroughly.

A request the Chamber has received often from seasoned managers and business owners in Big Sky is leadership succession so we have created a yearlong class to educate our future leaders about the complexities of Big Sky together with the networking and leadership skills they will need to become the next generation advancing Big Sky into the future.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

06/30/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

The lifespan of the project is perpetual through funding that aids in attracting top talent to better serve our community’s business environment needs.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

The Chamber's Elevate Big Sky 2023 Strategic Plan identifies the following four priorities comprising the organization's Scope of Work: 1) Advocating for our member businesses; 2) Creating a Positive Business Climate; 3) Encouraging Community Infrastructure; and 4) Facilitating Local Governance.
Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Promote the development of affordable housing
- Improve and maintain infrastructure
- Support & enhance social services
- Support independently-owned small businesses
- Preserve a cohesive, but distinct character throughout the community
- Provide transparency/engagement & governance options
- Work to become a sustainable & resilient community

Strategy Explanation*

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Our Elevate Big Sky 2023 Strategic Plan identifies the following four priorities comprising the organization’s Scope of Work: 1) Advocating for our member businesses which includes public policy and government affairs, member education and training, information dissemination and member to member networking; 2) Creating a Positive Business Climate encompassing qualified workforce efforts, entrepreneurship, HR/health/recruitment support, leadership development and nonprofit assistance; 3) Encouraging Community Infrastructure Investment around affordable workforce housing, telecommunications, transportation, utilities, and water; and 4) Facilitating Local Governance with the Big Sky Resort Area District, Gallatin, and Madison Counties, the State of Montana and federal representatives.

Population Served

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Non-Profits
- Part-Time Residents
- Property Owners/HOAs
- Year-Round Residents

People Served*

How many people will this project serve?

6000
**Measuring People Served**

How do you plan to track or measure the number of people served?

We serve the entire community of people who live here year round, part-time residents and workers who commute to Big Sky every day through the canyon. We are able to measure our 400 member businesses along with their thousands of employees. We also can measure the 5,000+ email listings who receive our bi-weekly newsletter.

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

2500

**Community Outreach**

Please explain any community outreach or engagement that has taken place or is planned with this project.

The Big Sky Chamber was the Catalyst that initiated the Our Big Sky Community Visioning process after being asked repeatedly to conduct community strategic planning. It benefited our member businesses and their employees, however all Big Sky stakeholders benefited including residents, 2nd homeowners, community nonprofits, government entities and our visitors. Businesses cannot succeed if the larger community is not healthy and sustainable, therefore, if it impacts OUR COMMUNITY it’s OUR BUSINESS

---

**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

**Partner:** An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

9

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

The Big Sky Chamber works collaboratively with: Visit Big Sky & Big Sky CVB sharing staff and operations; Big Sky Resort Tax District by helping local businesses succeed which brings in resort tax revenues; The Big Sky Community Organization by sponsoring the parks and trails which brings visitors to Big Sky; The Housing
Trust by being a part of the Board of Directors; Gallatin County & Madison County by sponsoring the semi-annual Eggs and Issues to discuss important needs in the community.

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
No

Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant's responsibility to provide all the information requested in the proper format by the application deadline.
I verify that the application is complete and contains accurate information

Name of Submitter*
Lori Wetzel
VBS, the official Destination Marketing & Management Organization for the Big Sky destination leads the development/marketing of authentic tourism experiences, through research and stakeholder collaboration to grow Big Sky’s economy while balancing the need to sustain quality of life for residents.

Matching Funds & Financial Sustainability

**FY22**
- Resort Tax, 53%
- Other*, 47%

**FY23**
- Resort Tax, 53%
- Other Public Funding, 2%
- Other*, 47%

**FY24**
- Resort Tax, 53%
- Other Public Funding, 2%
- Other*, 47%

Results in future operating and maintenance costs? YES

**Quality of Proposal**

**Goals**: Our goal is to intensify the visitor experience which will create a longing to come back and visit Big Sky again and again.

**Metrics**: No clearly articulated metrics provided by sponsor.

**Milestones**: New website launching in FY22.

*More detail provided in full application*

**Partnerships**

3 Partners

**Demonstrated Need**

6,000 People Served 4,500 Locals Served

**Articulates Long-Term Vision**

The lifespan of this project directly ties to the longevity of Visit Big Sky. As long as Visit Big Sky is serving the community, this project will require funding. Visit Big Sky cannot remain a viable entity without professional, knowledgeable staffing to accomplish our mission of being the official destination management and marketing organization for Big Sky.

**Supplemental planning documents**: Imagine Big Sky 2023 Tourism Master Plan

**Consistent with Community Strategies**

Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Work to become a sustainable & resilient community

**Consistent with Community Strategies**

Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Work to become a sustainable & resilient community

**Core Operations Ratio**

Core Operations includes Payroll, Benefits, Rent and Mortgage
## APPLICATION SCORE

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### Scoring Focus

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### Project Funding

**Cash only, not including In-Kind**

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### Project Expenses FY22

#### Project and Programming (Direct)

| Contract Services       |                      |                      |
| Property Acquisition    |                      |                      |
| Marketing, Advertising, and Communications | | |
| Materials and Supplies  |                      |                      |
| Repairs and Maintenance |                      |                      |
| Scholarships and Financial Assistance | | |
| Travel                  |                      |                      |
| Other*                  |                      |                      |
| Subtotal                | $12,200.00           | $12,200.00           |

#### Core Operations (Indirect)

| Payroll and Benefits |                      |                      |
| Rent and Mortgage    |                      |                      |
| Subtotal             | $12,200.00           | $12,200.00           |

#### Additional Operations (Indirect)

| Contract Services       |                      |                      |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | | |
| Marketing, Advertising, and Communications | | |
| Memberships (Industry and Trade Organizations) | | |
| Office Expenses         | $12,200.00           | $12,200.00           |
| Repairs and Maintenance |                      |                      |
| Sponsors                |                      |                      |
| Travel & Training       |                      |                      |
| Other**                 | $382,404.00          | $187,079.00          |
| Subtotal                | $394,604.00          | $199,279.00          |
| Total                   | $394,604.00          | $199,279.00          |

**Payroll and Benefits:** Including, taxes, workers comp, and unemployment  
**Rent and Mortgage:** Including utilities, taxes, HOA fees, and property insurance  
**Office Expenses:** Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:** Other expenses are the management fee expense paid to the Big Sky Chamber for Visit Big Sky’s share of salaries, rent and utilities of $187,079, $9,000 in part time summer staff wage expense and $186,325 for CVB expenses for salaries.
Application Form

**Project Overview**

**Project Name**
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

VBS Staffing and Operations

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?

$199,279.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

Should Resort Tax funding not be awarded to Visit Big Sky, the collective marketing of the Big Sky destination in a cohesive and consistent manner by the Official Destination Marketing and Management Organization working for the greater good, would not be possible. Resort Tax funding for VBS equates to approximately 51% of its budget with Yellowstone Country contributing 2% and the Big Sky CVB contributing 47%. VBS is the only organization dedicated to all tourism stakeholders from our governmental entities, business owners, their employees, our visitors, our residents, our wildlife, our natural assets and the community at-large, working to preserve the destination for future generations. VBS is trying to flatten out the tremendous seasonality of our economy. Resort Tax revenues which are a direct result of tourism spending would go down if VBS funding is eliminated.

**Category**
Please select the category that best pertains to this project.

Economic Development

**Additional Information**
What additional information would you like to share with the District regarding this project?

Visit Big Sky is a 501(c)(6) nonprofit membership organization however a typical dues structure is not leveraged to raise private support in an effort to not cannibalize membership from the Big Sky Chamber. Instead

lodging partners contribute confidential occupancy and rate data for the destination's collective benefit to help guide decision-making on how to market and manage the destination. With the signing of the Karsh Hagan contract in January 2021, it has become apparent to Visit Big Sky that a dedicated marketing and project manager is needed to be sure that Karsh Hagan has the necessary information to progress in a timely
fashion with the marketing campaign. Therefore our funding request for staffing and operations is higher this year by $69,364 to cover this position including payroll taxes and benefits.

**Community Messaging**

Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

VBS, the official Destination Marketing & Management Organization for the Big Sky destination leads the development/marketing of authentic tourism experiences, through research and stakeholder collaboration to grow Big Sky’s economy while balancing the need to sustain quality of life for residents.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$209,243.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$219,705.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

VBS Project Budget_Application.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

Yes, the management fee expense of $187,079 passes back to the Big Sky Chamber for Visit Big Sky’s share of shared staff salaries, rent and utilities. By sharing these costs with the Chamber, both organizations achieve greater economies of scale. The two organizations are helping to mitigate the staffing issue that most Big Sky businesses face by sharing employees who are willing to step up and handle any needs that arise to be sure that we are operating in the most efficient manner possible.

**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

The staff and operation costs for this project will be ongoing as long as Visit Big Sky remains a viable entity. As Big Sky’s visitation grows that would mean an increase in bed tax funding, however, that would potentially mean an increase in staffing costs. We anticipate the amount of funding requested from Resort Tax should be consistent with annual increases in staff salaries and operational costs.

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Because Visit Big Sky is a 501 (C)6 membership organization we are unable to fund raise to secure private dollars for salary and operating expenses. If Big Sky has a steady increase in visitation, that will increase the lodging tax dollars that our CVB receives but with increased growth comes increased staff responsibilities so they may offset and not be a viable source of increased revenue to cover the costs of this project.

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.
**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

VBS needs staff to develop the Big Sky experience with Big Sky tourism businesses and to market the destination to potential visitors. This is not a manufactured widget being produced, marketed and sold, but rather it is the curation of an experience delivered by at least a dozen partners that requires collaboration to inspire, engage and lead someone to take action. Planning a trip is a long and complicated process with numerous touch points throughout the customer journey from inspiration all the way to booking and arrival in market, meaning, visibility in google searches, digital and print advertising, a destination website, dedicated social media, email marketing, a call to the VIC which people handle. Our goal is to intensify the visitor experience which will create a longing to come back and visit Big Sky again and again.

**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Visit Big Sky moved our office to Big Sky Town Center in June 2020 right in the middle of the COVID19 pandemic which caused us to close the center because the number of COVID cases in Big Sky were soaring. We temporarily changed our focus to helping our local Big Sky businesses by providing free PPE including masks, plexiglass and hand sanitizer. Our business development manager also partnered with Avitus Group by offering a quarterly HR webinar with some sessions dedicated to helping businesses understand the complexities of the PPP program. We also supplied our local business with micro grants to assist them in paying rent, utilities and operating costs to allow them to remain viable. With our upper management position being vacant at this time, our first priority is to fill that position with the most qualified individual possible. The next priority is fully staffing the Visit Big Sky open positions. Once that is complete, we will start again to record the statistical data necessary to see year over year comparisons starting in the summer of 2021.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

In May 2018, VBS adopted Imagine Big Sky 2023, its Tourism Master Plan which focuses its work on the summer and shoulder seasons within four strategic roles; PROMOTE, LEAD, DEVELOP and STEWARD the destination. This 6-month effort was facilitated by an outside agency with extensive community engagement including one-on-one interviews, surveys, and multiple public and private events both big and small, to help bring priorities into focus and leverage finite resources. Democratization of tourism marketing with the rise of social media giving power to individual word-of-mouth as an authentic marketing tool means that locals as well as front line workers and those behind the scenes in tourism businesses have a direct impact on customer journey. Visit Big Sky has secured a new website, launching in FY22, which will transcend the visitor experience by making it much easier for them to research about Big Sky and the many adventures our destination has to offer. VBS has also contracted with Karsh Hagan to promote our destination globally through the use of digital and print media. Our team will work alongside Karsh Hagan to ensure our marketing campaign will be successful and reach other demographics that we have not been able to in the past. Visit Big Sky will be using bed tax dollars to fund the project “Develop the Destination for $11,500” instead of funding it with Resort Tax dollars.
Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
06/30/2022

Longevity of Project*

What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span.

Using a fictitious scenario: The sidewalk is expected to last 80 years.

The lifespan of this project directly ties to the longevity of Visit Big Sky. As long as Visit Big Sky is serving the community, this project will require funding. Visit Big Sky cannot remain a viable entity without professional, knowledgeable staffing to accomplish our mission of being the official destination management and marketing organization for Big Sky.

Supplemental Planning Efforts*

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

In May 2018, VBS adopted Imagine Big Sky 2023, its Tourism Master Plan which focuses its work on the summer and shoulder seasons within four strategic roles; PROMOTE, LEAD, DEVELOP and STEWARD the destination.

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.
Support independently-owned small businesses
Preserve a cohesive, but distinct character throughout the community
Embrace Big Sky's DNA as a destination, born out of a visitor economy
Work to become a sustainable & resilient community

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Visit Big Sky is the official destination management and marketing organization for the BSRAD plus 20 miles north and south of the US 191 & MT Hwy 64 intersection. It represents approximately 150 tourism businesses and other community stakeholders, most comprised of small businesses and nonprofits. As fiscal sponsor of the Big Sky Convention & Visitor Bureau (CVB), VBS receives a partial allocation of the 4% Montana Facility Use Lodging Tax collected from lodging entities within the BSRAD boundary only. Resort Tax, established in 1992, included tourism development funding in its ordinance since it is a mechanism facilitated by tourism businesses and paid into by the thousands of visitors to Big Sky each year. VBS is the economic engine that keeps tourism promotion running and visitors coming to support Big Sky's continued growth.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

**People Served**
How many people will this project serve?

6000

**Measuring People Served**
How do you plan to track or measure the number of people served?

Visit Big Sky serves the entire community in some way by being the marketing arm of Big Sky and bringing in tourists who spend money which builds our economy. The number of people served is much
larger than 6,000, however, it is not possible to count the number of guests that visit our destination each year. The chosen number represents our year-round residents and the businesses together with their workers.

**Locals Served***
Of the number of people served provided above, how many live within the District boundaries?

4500

**Community Outreach***
Please explain any community outreach or engagement that has taken place or is planned with this project.

Visit Big Sky, the official destination management and marketing organization, is responsible for Big Sky’s tourism development. Tourism is the economic engine fueling Big Sky’s growth and must be sustained to benefit the entire Big Sky community. The increased demand for Big Sky as a destination has helped to expand both air service into Bozeman Yellowstone International Airport and public transit via Skyline bus service, benefitting residents and visitors alike in the greater Gallatin Valley.

**Partnerships***
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners***
How many partners do you have on this project? If none, enter 0.

3

**Partner List***
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

Visit Big Sky partners with the Big Sky Chamber sharing staff and operational expenses such as rent and utilities and they also partner with Visit Big Sky CVB sharing staff and marketing costs to promote and lead the destination. Yellowstone Country also funds the part time summer help in the Visitor Center so we can give our guests the best service possible.
**Infrastructure (Development and Construction)**

**Infrastructure**
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
*Large Scale: Over $100,000*

No

---

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

---

**Name of Submitter**

Lori Wetzel
BSRAD funding continues to be an integral portion of funding for the Big Sky Fire Department in an effort to offset the fiscal impacts of tourism and visitor impact to the area. The funding works to supplement taxpayer funding in order to provide relief for primarily non-resident 911 usage.

### Quality of Proposal

**Goals**: Remount one of our older ambulances

**Metrics**: Better fire outcomes, less property loss, and quicker more reliable response times.

**Milestones**:
- Engine: July 2021: Release RFP for the engine build to remain open for 30-days per our procurement policy. August 2021: Award contract and negotiate/design the final product with engineers. Fall 2021: Build time - consider payment in full to save money (many offer early payment in full significant discounts). Spring 2022: Order fulfilled, in the district, stocked and in-service.
- Ambulance: July 2021: Bid award and contract. Fall 2021: Remount in progress. Spring 2022: Order fulfilled, in district, stocked and in-service

*More detail provided in full application*

### Partnerships

0 partners

### Demonstrated Need

20,000 People Served  3,500 Locals Served

### Articulates Long-Term Vision

The engine project’s lifespan is typically 20-years. At 20-years we can try to extend the life with a refurb or remount similar to what we have done in the past. The ambulance remount project will last approximately 10 years as it will accumulate the most mileage, wear, and tear.


### Core Operations Ratio

**Core Operations includes Payroll, Benefits, Rent and Mortgage**
Consistent with Community Strategies
Support high-quality community & emergency services, Maintain & expand preventative healthcare services, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

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**PROJECT**

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**OVERALL TOTAL**

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## Project Funding

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<tr>
<td>Private Donations</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
<td>-</td>
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</tr>
<tr>
<td>Grants</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Events</td>
<td>-</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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<td>COVID-19 Relief</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other*</td>
<td>-</td>
<td>-</td>
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<td><strong>Total</strong></td>
<td><strong>$1,035,000.00</strong></td>
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## Project Expenses FY22

### Project and Programing (Direct)

<table>
<thead>
<tr>
<th>Expense</th>
<th>Project Budget</th>
<th>RT Request</th>
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<td>-</td>
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<tr>
<td>Materials and Supplies</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Repairs and Maintenance</td>
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<td>-</td>
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<tr>
<td>Scholarships and Financial Assistance</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Travel</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other*</td>
<td>-</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
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<td><strong>$1,035,000.00</strong></td>
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### Core Operations (Indirect)

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<thead>
<tr>
<th>Expense</th>
<th>Project Budget</th>
<th>RT Request</th>
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<td>Payroll and Benefits</td>
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<tr>
<td>Rent and Mortgage</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
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### Additional Operations (Indirect)

<table>
<thead>
<tr>
<th>Expense</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
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<td>-</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>-</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>-</td>
</tr>
<tr>
<td>Memberships (Industry and Trade Organizations)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sponsorships</td>
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<td>-</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other**</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
</tr>
</tbody>
</table>

**Total** $1,035,000.00 $1,035,000.00

Payroll and Benefits- Including, taxes, workers comp, and unemployment
Rent and Mortgage- Including utilities, taxes, HOA fees, and property insurance
Office Expenses- Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses: operations expenses (not included in your budget lines) ie: PPE, fire hose, tools
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

BSFD Capital Request

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$1,035,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

If funding was not received for these projects, we would try to continue to save surpluses to out towards a restricted capital reserve fund to eventually be able to purchase these pieces of equipment. This amount of earmarked funds would then cut into our current capital savings plan that is going towards new station construction costs that are anticipated within the next 10-15 years. We are saving towards these large purchases to not have to go to the taxpayers for these projects and thus any BSRAD funding towards our smaller capital projects also has longer-term savings impact on the community taxpayers.

Category*
Please select the category that best pertains to this project.

Public Health & Safety

Additional Information*
What additional information would you like to share with the District regarding this project?

These projects have both been identified within our capital purchasing plan for numerous years. With the new administration in place, we moved them further down in order to improve our wildland response capabilities this last year and to leverage partnerships with funding of the engines through state programs. These projects were also moved due to the unknowns of COVID impacts to the community and to our organization. Strategic and long-term plans were put on hold last year in order to focus on the task at hand and we are getting back to planning for the future of this organization and both of these projects provide direct benefit now and for years to come.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

BSRAD funding continues to be an integral portion of funding for the Big Sky Fire Department in an effort to offset the fiscal impacts of tourism and visitor impact to the area. The funding works to supplement taxpayer funding in order to provide relief for primarily non-resident 911 usage.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$357,000.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$598,000.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
Project Budget_Government Operations.xlsx

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.
NA
**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

Yes

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

We will take ownership of all operating and maintenance costs associated with the project.

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

NA

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The capital project will provide funding to remount one of our older ambulances. We have utilized this method in the past to maximize the lifespan of our equipment and save the taxpayers money as opposed to purchasing a new piece of apparatus at the end of its lifespan. The engine replacement is an integral project that was pushed back from last year. This capital purchase will provide another Type 1 structure engine for the community and will allow us to move our older engine into reserve status. We currently have a 20+-year-old engine in reserve status that is showing its age and is not always a reliable contingency plan for our district. With the future planning for the district, we will soon be expanding and adding another station and this project will also give us a headstart on having a piece of apparatus to put in that station.
**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

The metrics to measure the success of this project will be shown operationally with better fire outcomes, less property loss, and quicker more reliable response times. The engine will also improve the ability for the district to potentially improve its ISO rating which could bring down insurance premiums district-wide for taxpayers.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

**Engine:**
- July 2021: Release RFP for the engine build to remain open for 30-days per our procurement policy
- August 2021: Award contract and negotiate/design the final product with engineers
- Fall 2021: Build time - consider payment in full to save money (many offer early payment in full significant discounts)
- Spring 2022: Order fulfilled, in the district, stocked and in-service

**Ambulance:**
- July 2021: Bid award and contract
- Fall 2021: Remount in progress
- Spring 2022: Order fulfilled, in district, stocked and in-service

---

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

**Project Start Date**

07/01/2021

**Project Completion Date**

06/30/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*
The engine project's lifespan is typically 20-years. At 20-years we can try to extend the life with a refurb or remount similar to what we have done in the past.
The ambulance remount project will last approximately 10 years as it will accumulate the most mileage, wear, and tear.

**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

We currently have numerous supplemental planning documents in place. These include: BigSky Fire Department Master Plan (2019), Big Sky Standards of Cover (2019), Big Sky Fire Community Risk Assessment (2019), Conventional Capital Improvement Plan (2021)

**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.
- Support high-quality community & emergency services
- Maintain & expand preventative healthcare services
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

These projects directly support the strategies identified above in various aspects. Both pieces of equipment support our ability to provide the highest of quality community and emergency services to the community and its visitors. Our fire apparatus has direct protection of the wildlife habitat and natural resources through forest fire protection. Our ambulance remount will assist in maintaining preventative healthcare services. Currently, we serve as the frontline of preventative healthcare services. We frequently respond to various individuals that are suffering from mental health crises and other various health issues. Even though it is a structure fire engine, we design them to be able to be utilized as 4-wheel drive tenders that can function as a water supply for our wildland engines. Science has also shown the detrimental effects of high-intensity fire on watersheds and therefore improvement will also have an indirect effect on the ability to protect our water resources.
**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served**

How many people will this project serve?

20000

**Measuring People Served**

How do you plan to track or measure the number of people served?

Quantitatively it is easy to assign a number to the people served as a number of 911 calls we go on. Unfortunately, that number does not capture a fraction of the actual thousands of phone calls, education and outreach events, station tours, personal conversations, public assists, meetings and other various items that would fall into the "people served" category. The number of people served in the question above is a conservative estimate when in actuality it is probably much higher.

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

3500

**Community Outreach**

Please explain any community outreach or engagement that has taken place or is planned with this project.

There will be conventional marketing and outreach for these purchases and the partnership between our organization and BSRAD.
**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

**Partner:** An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

0

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

NA

---

**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

---

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

---

**Name of Submitter**

Dustin Tetrault
Big Sky Community Organization (BSCO) is requesting funds to maintain and operate 100 acres of public parkland and 23.25 miles of protected trails for the community and visitors to enjoy year-round.

**Quality of Proposal**

**Goals**: The goal of this project is to continue to maintain and safely operate our parks and trails for the benefit for Big Sky residents and visitors.

**Metrics**: Trail/vehicle counts, community feedback

**Milestones**: Keep all parks and trails open and maintained year-round for public use and enjoyment. Ensure Len Hill Park is open by July 2021 in support of the Arts Council of Big Sky fulfilling their mission. Ensure the Community Park is maintained to provide recreational opportunities for all ages and abilities. BSCO continues to build partnerships for a connected community throughout our parks and trails in support of our Master Parks and Trails Plans.

*More detail provided in full application*

**Partnerships**

- 11 partners
- 490,000 People Served
- 490,000 Locals Served

**Articulates Long-Term Vision**

BSCO parks and trails are available and maintained for public use and enjoyment in perpetuity. **Supplemental planning documents**: Master Parks Plan, Master Trails Plan, Strategic Plan

**Consistent with Community Strategies**

Improve and maintain infrastructure, preserve a cohesive, but distinct character throughout the community, embrace Big Sky's DNA as a destination, born out of a visitor economy, expand & enhance pathways & trail connections, provide all-season recreational opportunities, increase transportation options to serve recreation & mobility, preserve & enhance public access to public lands & waterways, improve & develop new park spaces & gathering spaces, protect wildlife habitat & natural resources, protect & enhance our water resources, work to become a sustainable & resilient community

**Core Operations Ratio**

Core Operations includes Payroll, Benefits, Rent and Mortgage
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>SPONSOR</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Excellent donation, volunteer, and attendance numbers.</td>
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<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>10</td>
<td>Award trend on good trajectory. Large increases in operating budget growth.</td>
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<tr>
<td>Track Record</td>
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<td>Contract Compliance</td>
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<tr>
<td>Matching Funds</td>
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<td>Quality of Proposal</td>
<td>Efficiency</td>
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<tr>
<td>Core Operations Ratio</td>
<td>Efficiency</td>
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<td>3</td>
<td>Core operations at 61%.</td>
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<tr>
<td>Demonstrated Need</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>5</td>
<td>Project has 1 year life span.</td>
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<td>Financial Sustainability</td>
<td>Planning</td>
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<td>0</td>
<td>Consistently around 38% reliant on Resort Tax in FY23/24</td>
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<tr>
<td>Consistent with Community Strategies</td>
<td>Planning</td>
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<td><strong>Total-Project</strong></td>
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<td><strong>OVERALL TOTAL</strong></td>
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<tr>
<td>Efficiency</td>
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<tr>
<td>Planning</td>
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</table>
## Project Funding

**Cash only, not including In-Kind**

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<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<td>Private Donations</td>
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<td>Grants</td>
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<td>Other*</td>
<td>$3,300.00</td>
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<td>$3,960.00</td>
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<td><strong>$1,866,186.00</strong></td>
<td><strong>$2,029,392.90</strong></td>
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## Project Expenses FY22

### Project and Programing (Direct)

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<tr>
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<th>RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
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<td>$-</td>
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<tr>
<td>Materials and Supplies</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td>$-</td>
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<td>Travel</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Other*</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$305,259.00</strong></td>
<td><strong>$176,234.00</strong></td>
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### Core Operations (Indirect)

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<tr>
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<td>Rent and Mortgage</td>
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<td><strong>Subtotal</strong></td>
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<td><strong>$412,955.00</strong></td>
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### Additional Operations (Indirect)

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<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
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<tr>
<td>Contract Services</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>Sponsors</td>
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<td>Travel &amp; Training</td>
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<td>$6,400.00</td>
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<tr>
<td>Other**</td>
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<td>$-</td>
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<tr>
<td><strong>Subtotal</strong></td>
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<td><strong>$86,054.00</strong></td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,099,693.00</strong></td>
<td><strong>$675,243.00</strong></td>
</tr>
</tbody>
</table>

---

**Payroll and Benefits**-Including, taxes, workers comp, and unemployment  
**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance  
**Office Expenses**-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses: N/A

**Other-Additional Operaional Expenses:** Bank & Credit card merchant fees, donation expenses, program expenses, & special projects that come up for admin only. Please note this total budget total doesn't include BASE Capital Expenses.
Application Form

**Project Overview**

**Project Name**
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

Operations & Maintenance

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?

$675,243.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

Historically BSCO has relied on BSRAD funding to maintain public and open spaces in the Big Sky area for all to use. BSCO retains three months of funding in reserves for upkeep of the community's parks & trails. Following this time period, BSCO would be forced to close all public parks and trails to the community until funding could be secured to properly maintain and operate these highly utilized assets within our community.

**Category**
Please select the category that best pertains to this project.

Recreation & Conservation

**Additional Information**
What additional information would you like to share with the District regarding this project?

BSCO has been providing exceptional service to our community for over 23 years. We work hard to ensure the public areas are well maintained and safe for all users. There has been a 32% increase over last year in our parks and trails usage. We anticipate this increase to continue and appreciate the ongoing support BSRAD has provided to BSCO to fulfill our mission.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
Big Sky Community Organization (BSCO) is requesting funds to maintain and operate 100 acres of public parkland and 23.25 miles of protected trails for the community and visitors to enjoy year-round.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$721,267.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$773,832.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

- Project Budget_Application 2.pdf

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario:* The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

In the winter of 2021, BSCO was contracted by the Big Sky Skating and Hockey Association (BSSHA) to maintain and remove snow from the public skating rink. The BSSHA is also funded by BSRAD. BSCO is anticipating the contract to be renewed for winter 2022.
**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

Yes

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

BSCO fundraises 60-70% of our operating budget and only requests of BSRAD funding to maintain the portion of parks and trails that are open to everyone. As referenced in the Master Parks & Trails Plans, BSCO needs to acquire more acres of parkland and miles of trails to satisfy the needs of our community and visitor populations. We are currently working with the Parks District to secure county funding options, and during this multi-step process, we will continue to request BSRAD funding.

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

BSCO is able to leverage BSRAD funding to obtain additional community support. Additionally, a letter from BSRAD in support of the Big Sky Parks District during this multi-step process will be instrumental in our transition from a BSCO funding request for the operations and maintenance of our parks and trails to the Parks District request as a governmental entity.

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The goal of this project is to continue to maintain and safely operate our parks and trails for the benefit for Big Sky residents and visitors. These assets offer a wide variety of user abilities and experiences making them accessible and valuable to a greater percentage of the public than any other recreational amenities in the area. BSCO is committed to providing and delivering high quality multi-use and multi-season trails,
maintaining park and trail quality, creating new trails which provide transportation connections, providing and promoting a diversity of outdoor experiences and ensuring access to natural areas for all to enjoy.

**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

BSCO uses trail and vehicular counters to track the usage of the parks and trail as one metric. Another metric is tracking community feedback on cleanliness, accessibility and safety. Over the last year, there has been a 32% increase on the trails and in the parks. Monitoring these metrics ensures BSCO is meeting the project goal in a cost-efficient, safe and proper manner.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

- Keep all parks and trails open and maintained year-round for public use and enjoyment.
- Ensure Len Hill Park is open by July 2021 in support of the Arts Council of Big Sky fulfilling their mission.
- Ensure the Community Park is maintained to provide recreational opportunities for all ages and abilities.
- BSCO continues to build partnerships for a connected community throughout our parks and trails in support of our Master Parks and Trails Plans.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

06/30/2022
**Longevity of Project**
What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

BSCO parks and trails are available and maintained for public use and enjoyment in perpetuity.

**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

- Master Parks - Completed in 2018
- Master Trails Plan - Completed in 2017
- BSCO Strategic Plan 2019-2022

**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Expand & enhance pathways & trail connections
- Provide all-season recreational opportunities
- Increase transportation options to serve recreation & mobility
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Providing public parks and trail systems is an essential part of a healthy community and a high priority to our residents as indicated in “Our Big Sky Plan”. Funding the basic needs of maintaining and operating our existing parks and trail systems ensures BSCO continues to provide these assets to our community while also working towards accomplishing future priority projects and initiatives as outlined in the strategies and the
Master Parks and Trails Plans. With recreation as an essential component of our community, our request is to ensure we maintain our 100 acres of parkland and 23.25 miles of trails.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

**People Served**
How many people will this project serve?

490000

**Measuring People Served**
How do you plan to track or measure the number of people served?

BSCO utilizes people and vehicle counters on the trails and in our parking lots to track the overall usage.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

490000
**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

- National Trails Day - opportunity for community members to participate in trail stewardship
- Volunteer Trail Ambassadors - provide more eyes on the trails and in the parks to ensure the assets are in excellent shape
- Volunteer Winter Trail Groomers - provide safe alternative, multi-use trails throughout the community during the winter months
- Community clean up days - opportunity for community members to participate in the upkeep of our public spaces
- Trail Sponsors - offset trail maintenance costs

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**
How many partners do you have on this project? If none, enter 0.

11

**Partner List**
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.*

- BSWSD & Hammond Property: winter plowing; John Delzer: plow Ousel Falls, Hummocks & Uplands lots, use of equipment;
- Boyne, TCOA, HRDC District IX: winter trail grooming license; GRTF: Runoff clean up partner; Gallatin Invasive Species Alliance: noxious weed pull partner in the Community Park & Crail Gardens; Lone Mountain Ranch: Winter trail grooming coordination & support; Big Sky Landscaping: use of space to work on equipment & use of trail equipment; Big Sky Snowman: use of heavy equipment

**Infrastructure (Development and Construction)**

**Infrastructure**
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information.

Name of Submitter*

Whitney Montgomery
BSCO is proposing to build a new facility adjacent to and in collaboration with the BSWSSD plant to provide an indoor space for storing and maintaining equipment & supplies. This improves BSCO’s ability to properly maintain the public parks & trails system for safe access by residents & visitors.

**Quality of Proposal**

**Goals**: The goal of this project is to construct a much needed facility to support the maintenance and upkeep of the public parks and trails system in Big Sky.

**Metrics**: Reduction of ongoing maintenance costs per acre across the BSCO Parks and Trails system.

**Milestones**: Cooperating and coordinating with Water and Sewer on the construction of the retaining wall behind the facility and establishing the final grade for the structure. We expect excavation to occur in early summer 2021. Complete the structural engineering of the building with an architect and builder. This milestone will take place early this summer with a projected completion in September, 2021. Completion of the maintenance facility by June of 2022.

*More detail provided in full application*

---

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Excellent donation, volunteer, and attendance numbers.</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>10</td>
<td>Award trend on good trajectory. Large increases in operating budget growth.</td>
</tr>
<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Total-Sponsor</strong></td>
<td></td>
<td>25</td>
<td>25</td>
<td></td>
</tr>
</tbody>
</table>

| **PROJECT**                          |             |           |       |                                                                       |
| Matching Funds                       | Collaboration | 10        | 0     | Less than 1:1.                                                        |
| Quality of Proposal                  | Efficiency  | 10        | 10    |                                                                       |
| Partnerships                         | Collaboration | 5         | 5     |                                                                       |
| Core Operations Ratio                | Efficiency  | 5         | 5     |                                                                       |
| Demonstrated Need                    | Efficiency  | 10        | 10    |                                                                       |
| Forecasting Accuracy                  | Planning    | 5         | 5     |                                                                       |
| Articulates Long-Term Vision         | Planning    | 10        | 10    | 30-year life span.                                                    |
| Financial Sustainability             | Planning    | 10        | 10    |                                                                       |
| Consistent with Community Strategies | Planning    | 10        | 10    |                                                                       |
| **Total-Project**                    |             | 75        | 65    |                                                                       |

| **OVERALL TOTAL**                    |             | 100       | 90    |                                                                       |

<table>
<thead>
<tr>
<th>Scoring Focus</th>
<th>Available</th>
<th>Score</th>
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<td>Collaboration</td>
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<td>20</td>
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<tr>
<td>Efficiency</td>
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<td>35</td>
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<tr>
<td>Planning</td>
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</table>
**Project Name as listed on Project Application:** Maintenance Facility

### Project Funding

**Cash only, not including In-Kind**

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<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<tr>
<td>Resort Tax</td>
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<td>$</td>
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<tr>
<td>Other Public Funding</td>
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<tr>
<td>Private Donations</td>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
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</tr>
<tr>
<td>Grants</td>
<td>$</td>
<td>$</td>
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</tr>
<tr>
<td>Events</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Dues, Fees, Membership, Sales</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>COVID-19 Relief</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Other*</td>
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<tr>
<td><strong>Total</strong></td>
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### Project Expenses FY22

#### Project and Programing (Direct)

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Project Budget (Direct)</th>
<th>RT Request (Direct)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
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<tr>
<td>Property Acquisition</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>$</td>
</tr>
<tr>
<td>Materials and Supplies</td>
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<td>$10,000.00</td>
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<tr>
<td>Repairs and Maintenance</td>
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<tr>
<td>Scholarships and Financial Assistance</td>
<td>$</td>
<td>$</td>
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<tr>
<td>Travel</td>
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<td>$</td>
</tr>
<tr>
<td>Other*</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$370,000.00</td>
<td>$267,399.00</td>
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</table>

#### Core Operations (Indirect)

<table>
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<tr>
<th>Expense Category</th>
<th>Project Budget (Indirect)</th>
<th>RT Request (Indirect)</th>
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</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Rent and Mortgage</td>
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<td>$</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$</td>
<td>$</td>
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</table>

#### Additional Operations (Indirect)

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Project Budget (Indirect)</th>
<th>RT Request (Indirect)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Memberships (Industry and Trade Organizations)</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Sponsors</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Other**</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$370,000.00</td>
<td>$267,399.00</td>
</tr>
</tbody>
</table>

*Payroll and Benefits-Including, taxes, workers comp, and unemployment
Rent and Mortgage-Including utilities, taxes, HOA fees, and property insurance
Office Expenses-Including uniforms, postage, supplies, and subscriptions*

**Other-Direct Project Expenses:** 15% contingency on the construction of building and retaining wall

**Other-Additional Operational Expenses:**
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

BSCO Maintenance Facility

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$267,339.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

BSCO will not be able to build a new maintenance facility to support the continued operation and maintenance needs of the growing community. Without BSRAD support, alternative funding sources will have to be identified, which may take many years, to secure the necessary capital to cover the construction costs. If this project were not funded, BSCO remains with inadequate space available to properly store and maintain all the equipment necessary to keep the trails and parks safe for public use. BSCO had planned to request this funding last year, but in support of community Covid relief projects, BSCO removed this important building project in 2020.

Category*
Please select the category that best pertains to this project.

Infrastructure

Additional Information*
What additional information would you like to share with the District regarding this project?

The BSCO maintenance facility will be located adjacent to the Big Sky Water & Sewer expansion project. The two entities have been coordinating the layout and engineering of the required retaining walls to produce the most efficient use of space and reduce costs across both projects. This collaboration includes utilizing a shared retaining wall, the transplanting of mature trees from BSWSSD property to BSCO property to provide effective screening for both structures while saving valuable mature trees, and coordinating final grading to control runoff and drainage across both properties.
The BSCO Maintenance facility will provide the necessary indoor and secure outdoor space for equipment and supplies storage to properly maintain the parks & trails system year-round. The BSCO maintenance crew currently operates from a repurposed pump house shed that has a gravel floor, and lacks electricity and heat.

**Community Messaging**
Please provide a brief (1-2 sentence) description of **this project** for community messaging purposes.

BSCO is proposing to build a new facility adjacent to and in collaboration with the BSWSSD plant to provide an indoor space for storing and maintaining equipment & supplies. This improves BSCO's ability to properly maintain the public parks & trails system for safe access by residents & visitors.

**Forecasting Accuracy**
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for **this project** in FY23 (7/1/22-6/30/23)? If none, enter 0.
$0.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for **this project** in FY24 (7/1/23-6/30/24)? If none, enter 0.
$0.00

**Financial Sustainability, Reliance, Matching Funds**
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
Project Budget_Application-maintenance building.pdf

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

Yes. Approximately $10,000 will pass through to the Big Sky Water and Sewer District through an MOU for site survey and tree transplanting related to this project. This allows the BSWSD project to maintain its timeline while providing for cost savings related to value engineering on both project plans at the same time. Ultimately, these two projects create positive solutions for the community.

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

Yes

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

This new facility will be integral to the maintenance and operations of BSCO Parks and Trails system. Future operating costs will be rolled into the BSCO Operations & Maintenance requests. BSCO is designing the facility to be as efficient as possible. Design aspects such as utilizing south facing windows for passive heating and ensuring the ability to mount solar panels to offset electrical usage are essential for minimizing future costs and maximizing environmental stewardship.

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

BSCO will be applying for a $75,000 Gallatin County Open Space grant to assist in funding this building. Letters of support from the Resort Tax highlighting the importance of this building to support the public parks and trails system would be beneficial in strengthening our application. This funding source is new to the county and is based on a voter approved Open Space Levy passed in 2018. It will be available on a yearly basis to support open space and recreational opportunities.

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.
Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?
Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal of this project is to construct a much needed facility to support the maintenance and upkeep of the public parks and trails system in Big Sky. BSCO is in need of indoor, heated space to protect and store equipment and supplies used for parks and trails maintenance. BSCO is currently operating maintenance functions out of a gravel floored, re-purposed shed that does not have electricity or heat. The facility will house mowers for the parks in the summer, snowmobiles and groomers used for the winter trail system, and other necessary tools and supplies. The construction of this facility will also provide secure outdoor storage space for additional supplies and equipment as BSCO continues to grow the parks and trails system through the guidance of the Master Parks and Master Trails plans. The construction of this facility will ensure that BSCO can maintain the level of service and safety expected by the community while adapting to the continual growth of Big Sky.

Metrics*
Please list the metrics you will use to measure success.
Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

The primary metrics for measuring the success of this project will be the reduction of ongoing maintenance costs per acre across the BSCO Parks and Trails system. By creating the necessary infrastructure to grow the capacity of BSCO to perform all parks and trails maintenance and upkeep, there will be a significant reduction in operating costs by eliminating higher priced contractors for this purpose. With the space afforded by this facility, BSCO staff will also be able to service required equipment in house thus providing additional cost savings.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

BSCO has three milestones for this project:
1) Cooperating and coordinating with Water and Sewer on the construction of the retaining wall behind the facility and establishing the final grade for the structure. We expect excavation to occur in early summer 2021.
2) Complete the structural engineering of the building with an architect and builder. This milestone will take place early this summer with a projected completion in September, 2021.
3) Completion of the maintenance facility by June of 2022.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.
Project Start Date*
07/01/2021

Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
*In general capital projects have tangible deliverables with a longer life-span.*
*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

BSCO estimates at least a 30 year lifespan for this facility.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

BSCO has identified the need for a new maintenance facility in the Master Parks Plan, completed in 2017, the Master Trails and Operations plan, completed in 2018, and the Community Park Master plan, completed in 2020.

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Expand & enhance pathways & trail connections
- Provide all-season recreational opportunities
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces

Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.
The BSCO Park & Trails maintenance facility will provide adequate workspace for the BSCO Parks & Trails staff to operate from to better support the growing community’s recreational needs while preserving and protecting Big Sky's destination qualities for visitors. The facility will provide the needed indoor, year-round workspace for BSCO staff to maintain and store equipment and supplies required to effectively and safely operate the parks and trails system. The facility will house the snowmobiles & groomers for cross country skiing trails in the winter, mowers and machinery for the parks and trails in the summer, and other maintenance vehicles used throughout the year. With this space, BSCO will be better able to provide the level of service expected from the members of the community and visitors alike, while reducing the number of contracted services used to maintain the parks and trails system.

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment***

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served***

How many people will this project serve?

490000

**Measuring People Served***

How do you plan to track or measure the number of people served?

BSCO utilizes counters on all trails and at all parking facilities across the system. In the calendar year of 2020, BSCO recorded just over 490,000 users in the parks and trails system, which is serviced by the BSCO Maintenance Facility. BSCO will continue to monitor and record user data across the parks and trails system to track the number of people served.

**Locals Served***

Of the number of people served provided above, how many live within the District boundaries?

3500
Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

The Big Sky Master Parks Plan, the Community Parks Master Plan and the Big Sky Master Trails Plan underwent extensive community engagement during their creation. All documents identify the need for BSCO to increase in-house maintenance and upkeep for parks and trails and reduce contracted service providers. To meet this strategic initiative, a facility is required for all machinery and supplies to be stored in and serviced.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration. Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

2

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

Big Sky Water and Sewer District
Big Sky Parks and Trails District

Infrastructure (Development and Construction)
Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
Yes
Infrastructure Detail

Due to the complexity of large-scale infrastructure projects the District requires the following additional detail.

Property Acquisition*
Is the acquisition of property required for this project?

No

Ownership*
Who will own the property as a result of this project?

BSCO currently owns the property that this facility will be built upon, and BSCO will continue ownership of the land upon project completion.

Financing Contingencies*
How do you intend to finance cost overages?

BSCO plans on $87,300 of additional capital to be raised through a combination of grants and fundraising to complete the project. Overages beyond this will have to be acquired through public and private sources.

Contractors*
Have you selected a general contractor and architect/engineer to oversee the project, if so who?

The WGM Group has been hired to conduct the civil engineering for the project and to coordinate with the adjacent Water and Sewer project. BSCO is collaborating with Water and Sewer on the retaining wall and grading in order to utilize the same contractor for cost savings.

A contractor/architect for the structural engineering and project management needs to be selected. Discussions with various firms to seek proposals for the project have begun, with a selection date before July 1.

Bidding*
What is your bidding process for this project?

BSCO is currently receiving proposals for the structural engineering and construction of the building. Per BSCO internal policy, as well as BSRAD’s policy, BSCO will be soliciting at a minimum three bids for the construction of the facility. Bids will be evaluated and scored by a BSCO advisory committee based on selection criteria including: Firm profile, Understanding of project, Experience with project type, Implementation plan, Experience of support staff, Availability, and Timeline. The firm with the highest score will be selected for the structural engineering and project oversight for the new facility.

Operations and Maintenance*
What is your plan for funding on-going operations and maintenance of the project upon completion?
The on-going maintenance and operations of the facility itself will be included in BSCO’s annual Operations and Maintenance budget, which is funded through BSRAD. The additional operating costs of the facility will be offset by the reduction of contracted service fees BSCO currently relies on to maintain Big Sky's public parks and trails system.

**Permits and Zoning**
What are the necessary permits and zoning approvals for this project and have they been secured?

The zoning for the parcel of land is Community Facility, which allows for up to a 2,500 sq ft maintenance building as a conditional use. This was confirmed with Gallatin County Planning Department in spring of 2020. Additional permits needed include a Gallatin County Land Use Permit, Big Sky Fire District Land Use Permit, and the finalization of BSWSD connection approval letter. These permits are included in the scope of services provided by the WGM Group and are to be completed this spring as part of the civil engineering contract.

**Hook-Ups**
Have hook-ups and approvals for power, water, and sewer been secured to meet project needs?

Hook-ups for water and sewer have been coordinated and arranged with Big Sky Water and Sewer District in conjunction with their expansion project. Northwestern project engineers have confirmed locations on existing junction boxes and transformers from which power connections will be established.

**Construction Impacts**
What will the impacts (traffic, noise, environmental, etc) to the surrounding area be during the construction of this project? And how do you plan to minimize any potential negative impacts?

The location of the project is adjacent to the larger multi-year Big Sky Water and Sewer District expansion project, and we do not anticipate creating any additional impacts beyond the adjacent project. The project location will not affect access or use of the Community Park during construction, but additional construction traffic will be passing through the park to access the project site.

**Long-Term Impacts**
Will this project have any long-term impacts such as increased traffic, parking, environmental impacts, water use, light pollution, accessibility? And how do you plan to address these impacts?

The project is located on a private road beyond the parking lots and traffic of the community park. There will not be an impact on the traffic using the road. Parking for staff is included on site.

**Deed Restrictions**
Will this project be deed-restricted, if so what restrictions do you intend on putting in place?

Not applicable
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Adam Johnson
The Headwaters Alliance: Water Supply Resiliency Projects will expand treated wastewater effluent recycling options that provide the most benefit to our local streams and aquifers.

**Matching Funds & Financial Sustainability**  
**FY22**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Grants</td>
<td>2%</td>
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<tr>
<td>Corporate</td>
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<tr>
<td>Donations</td>
<td>2%</td>
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<tr>
<td>Sponsorship</td>
<td>10%</td>
</tr>
<tr>
<td>Resort Tax</td>
<td>67%</td>
</tr>
</tbody>
</table>

**FY23 & FY24**  
Sponsor did not provide future data

Results in future operating and maintenance costs? YES

**Partnerships**
- 6 partners

**Demonstrated Need**
- 3,000 People Served  
- 30,000 Locals Served

**Articulates Long-Term Vision**
Snowmaking: deliverables would need to be updated if too much time goes by where costs and/or environmental impact change. Culvert is estimated to have a lifespan between 25 and 100 years.

**Supplemental planning documents:** Big Sky Sustainable Watershed Stewardship Plan, Gallatin River Task Force Strategic Plan FY22-FY25

**Consistent with Community Strategies**
- Improve and maintain infrastructure, Protect & enhance our water resources,  
- Work to become a sustainable & resilient community

**Quality of Proposal**

**Goals**: Expand treated wastewater effluent recycling options that are most beneficial to local ground and surface waters.

**Metrics**: Snowmaking: Milestones completed, partner satisfaction. Culvert: Milestones completed, estimated $$ saved by coordinating with the TIGER grant

**Milestones**: Snowmaking: August 2021: Initial planning meetings with partners and DEQ. March 2022: Recycled Water Snowmaking Environmental Analysis and Scale Optimization. Spring/Summer 2021/2022: collect and compile baseline water quality and other environmental data. Culvert: DEQ Encroachment Permit obtained by TIGER grant contractor date TBD by TIGER grant contractor, Culvert Installed - date TBD by TIGER grant contractor.

*More detail provided in full application*

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
### APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Great event participation and volunteer participation.</td>
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<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
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<td>10</td>
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<td>Track Record</td>
<td>Efficiency</td>
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<td>5</td>
<td>Excellent work supporting newly formed Water &amp; Sewer District.</td>
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<td>Contract Compliance</td>
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### PROJECT

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<tr>
<td>Partnerships</td>
<td>Collaboration</td>
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<td>5</td>
<td></td>
</tr>
<tr>
<td>Core Operations Ratio</td>
<td>Efficiency</td>
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<td>5</td>
<td></td>
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<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
<td></td>
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<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
<td>Planning</td>
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<td>Financial Sustainability</td>
<td>Planning</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Consistent with Community Strategies</td>
<td>Planning</td>
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<td><strong>Total-Project</strong></td>
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<td><strong>OVERALL TOTAL</strong></td>
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### Scoring Focus

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<tr>
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<tr>
<td>Efficiency</td>
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<tr>
<td>Planning</td>
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## Project Funding

**Cash only, not including In-Kind**

<table>
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<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<tr>
<td>Resort Tax</td>
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<td>TBD</td>
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<tr>
<td>Other Public Funding</td>
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<td>$35,000.00</td>
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<td>Private Donations</td>
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<td>Grants</td>
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<td>Events</td>
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<td>Dues, Fees, Membership, Sales</td>
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<tr>
<td>COVID-19 Relief</td>
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<td></td>
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<tr>
<td>Other*</td>
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<tr>
<td><strong>Total</strong></td>
<td>$363,634.00</td>
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## Project Expenses FY22

### Project and Programming (Direct)

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<th>Project Budget</th>
<th>RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
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<td>Property Acquisition</td>
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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td></td>
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<tr>
<td>Scholarships and Financial Assistance</td>
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<td></td>
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<tr>
<td>Travel</td>
<td></td>
<td></td>
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<tr>
<td>Direct Personnel &amp; Benefits</td>
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<td>$15,567.00</td>
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<td><strong>Subtotal</strong></td>
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### Core Operations (Indirect)

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<thead>
<tr>
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<th>Project Budget</th>
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<tbody>
<tr>
<td>Payroll and Benefits</td>
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<td></td>
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<tr>
<td>Rent and Mortgage</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$</td>
<td>$</td>
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</table>

### Additional Operations (Indirect)

<table>
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<tr>
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<tr>
<td>Contract Services</td>
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<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>Marketing, Advertising, and Communications</td>
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<tr>
<td>Memberships (Industry and Trade Organizations)</td>
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<tr>
<td>Office Expenses</td>
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<tr>
<td>Repairs and Maintenance</td>
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<tr>
<td>Sponsorships</td>
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<tr>
<td>Travel &amp; Training</td>
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<tr>
<td>Other**</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$363,634.00</td>
<td>$243,067.00</td>
</tr>
</tbody>
</table>

**Payroll and Benefits**-Including taxes, workers comp, and unemployment

**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Headwaters Alliance Partners: Water Supply Resiliency Projects

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$240,567.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

- Recycled Water Snowmaking Project Development (Snowmaking): We would pursue other funding options and delay if need be.
- Purple Pipe Road Cut & Culvert Installation (Culvert): Project would be delayed. Construction costs will increase if making a separate road cut instead of coordinating with the TIGER grant construction.

Category*
Please select the category that best pertains to this project.

- Infrastructure

Additional Information*
What additional information would you like to share with the District regarding this project?

This request is for two separate projects that address Water Supply Resiliency action items outlined prioritized in the Big Sky Sustainable Watershed Stewardship Plan.

- **Budget Request Breakdown Per Project:**
  - Snowmaking: $105K
  - Culvert: $120K
  - Direct Payroll/Benefits: $31,134

The Culvert project will only happen in FY21 if the TIGER grant construction planned for Huntley Drive happens in FY21; otherwise, this project will be delayed until FY22. The schedule for TIGER grant construction will be decided upon by the contractor which has not been chosen at this time. Forecasted
requests are difficult for the Snowmaking project and will depend on the result of the findings of the project development. We have only included forecasts for future Resort Tax requests for the purple pipe project. This forecast assumes the culvert is installed in FY21 and that there is a willing landowner to contribute to the costs. Currently Town Center is in a holding pattern to invest in infrastructure.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Headwaters Alliance: Water Supply Resiliency Projects will expand treated wastewater effluent recycling options that provide the most benefit to our local streams and aquifers.

**Forecasting Accuracy**
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$120,000.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$0.00

**Financial Sustainability, Reliance, Matching Funds**
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

   Headwaters Alliance_Water Supply Resiliency Projects Budget_Application.xlsx
Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?

Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

We will make a plan with project partners to fund any future operating or maintenance costs.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Letters of support for future grant applications.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Goals: Expand treated wastewater effluent recycling options that are most beneficial to local ground and surface waters
Outcomes:

Snowmaking: Longterm: More snow in the headwaters to sustain healthy streamflows and aquifers, additional source of snow for Big Sky Resort and Spanish Peaks, winter “disposal” options for BSWSD. Shorterm: Defined project to move forward with measurable outcomes, baseline data to support preliminary Montana Pollutant Discharge Elimination System permit application.

Culvert: Long-term: 5 million gallons of potable water remaining in the aquifer to replenish streamflows, LEED certification criteria for BASE. Short-term: Reduction in project cost by coordinating with the TIGER grant.

Deliverables:

Culvert: culvert installed across 191
Snowmaking: Environmental data required to support MPDES permit application, analysis of potential water quality impacts from the proposed project, Conceptual engineering and cost estimation for preferred project.

Metrics:

Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Snowmaking: Milestones completed, partner satisfaction
Culvert: Milestones completed, estimated $$ saved by coordinating with the TIGER grant

Milestones:

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Snowmaking:

August 2021: Initial planning meetings with partners and DEQ to develop, refine and agree to project need and objectives, potential snowmaking application sites, recycled water volume ranges available, basic design parameters, timelines, initial budgets, permitting requirements and expectations.
March 2022: Recycled Water Snowmaking Environmental Analysis and Scale Optimization based on recycled water volume ranges, ski slope area ranges, target snowpack depths, and the predicted effect these variables may have on water quality and other environmental factors to optimize the scope and scale of the project that would undergo full engineering, design and permitting.
Spring/Summer 2021/2022: collect and compile baseline water quality and other environmental data to support a preliminary MPDES permit application for the optimized recycled snowmaking project;

Culvert: DEQ Encroachment Permit obtained by TIGER grant contractor date TBD by TIGER grant contractor, Culvert Installed - date TBD by TIGER grant contractor.
**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

06/30/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

- Snowmaking: deliverables would need to be updated if too much time goes by where costs and/or environmental impact change
- Culvert is estimated to have a lifespan between 25 and 100 years.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

- Big Sky Sustainable Watershed Stewardship Plan
- Gallatin River Task Force Strategic Plan FY22-FY25

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Protect & enhance our water resources
- Work to become a sustainable & resilient community
Strategic Plan*

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Improve and maintain infrastructure: these projects are required next steps to improve infrastructure for wastewater recycling for BSWSD. Snowmaking project will define infrastructure needs for future snowmaking project. Culvert project will provide infrastructure to contain purple pipe to be installed in FY22 to connect the Town Center purple pipe system to BSWSD and BASE

Protect & enhance our water resources: The snowmaking project will enhance water resources by recycling water as snow high in the watershed to mimic the natural hydrologic cycle. The Culvert project will enhance water resources by reducing potable ground water withdrawals for irrigation.

Work to become a sustainable & resilient community: These projects will provide resilience to predicted climate change impacts by recycling water as snow high in the watershed and providing additional snow to the resorts. In addition, the Culvert project will provide needed infrastructure for the BASE LEED certification.

Population Served

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

People Served*
How many people will this project serve?

3000

Measuring People Served*
How do you plan to track or measure the number of people served?

We will track number of people served by obtaining estimates from the Big Sky Chamber on the population and visitors of Big Sky.
Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

3000

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

We outlined the benefits of snowmaking with treated wastewater effluent in a recent Water Wisdom column and will continue to use our communications channels to educate on this topic. Messaging around the need for water conservation and proactive planning in the face of climate change is at the forefront of our outreach, and this topic will headline our State of the Gallatin panel discussion in summer 2021.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

6

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

Snowmaking:
Big Sky Water and Sewer District will provide $35K, time, expertise
Big Sky Resort: will provide $35K, time, and expertise about snowmaking infrastructure and needs
Spanish Peaks: will provide $35K, time, knowledge of wastewater and snowmaking infrastructure, landowner
Yellowstone Club: Guidance on project development and permitting process

Culvert
Big Sky Water and Sewer District
Big Sky Community Organization
Town Center
**Infrastructure (Development and Construction)**

**Infrastructure**
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

- Yes

---

**Infrastructure Detail**
Due to the complexity of large-scale infrastructure projects the District requires the following additional detail.

**Property Acquisition**
Is the acquisition of property required for this project?

- No

**Ownership**
Who will own the property as a result of this project?

- The property is owned by MDT

**Financing Contingencies**
How do you intend to finance cost overages?

- We estimated a 20% contingency to cover potential cost overages. If there is a cost overage, we will fundraise to make up the difference.

**Contractors**
Have you selected a general contractor and architect/engineer to oversee the project, if so who?

- The contractor will be the same contractor that is hired for the TIGER grant construction.

**Bidding**
What is your bidding process for this project?

- We are not bidding this project.
Operations and Maintenance*
What is your plan for funding on-going operations and maintenance of the project upon completion?
   We will make a plan between partners to fund the on-going operations and maintenance of the project upon completion

Permits and Zoning*
What are the necessary permits and zoning approvals for this project and have they been secured?
   MDT Encroachment Permit

Hook-Ups*
Have hook-ups and approvals for power, water, and sewer been secured to meet project needs?
   We do not need hook-ups for this project

Construction Impacts*
What will the impacts (traffic, noise, environmental, etc) to the surrounding area be during the construction of this project? And how do you plan to minimize any potential negative impacts?
   The will be addressed by the contractor

Long-Term Impacts*
Will this project have any long-term impacts such as increased traffic, parking, environmental impacts, water use, light pollution, accessibility? And how do you plan to address these impacts?
   This project will not have any long-term impacts

Deed Restrictions*
Will this project be deed-restricted, if so what restrictions do you intend on putting in place?
   This project will not be deed-restricted

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.
Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Kristin Gardner
POLL is requesting BSRAD funding to satisfy the gap between the cost to operate the Big Sky Post Office facility and the funding provided by the fixed-rate contract with the USPS.

### Matching Funds & Financial Sustainability

**FY22**
- Resort Tax: 29%
- Other*: USPS Contract: 71%

**FY23**
- Resort Tax: 32%
- Other*: USPS Contract: 68%

**FY24**
- Resort Tax: 33%
- Other*: USPS Contract: 67%

Results in future operating and maintenance costs? **YES**

### Quality of Proposal

**Goals:** The primary goal of the funding request for the POLL request is to provide efficient and convenient postal services for both the residents and visitors of Big Sky.

**Metrics:** Annual budget to actual comparison

**Milestones:** As this is an ongoing operation, there are not regular milestones to identify. However, if we are successful in relocating the operations to a larger facility and can convince the USPS of the need for a federally-run operation, we will have reached a notable milestone in the history of postal services in Big Sky.

### Partnerships

3 partners

### Demonstrated Need

10,000 People Served
3,000 Locals Served

### Articulates Long-Term Vision

This project is ongoing.

**Supplemental planning documents:** None

### Consistent with Community Strategies

Improve and maintain infrastructure, Support high-quality community & emergency services, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Work to become a sustainable & resilient community

### Core Operations Ratio

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
## APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
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<th>Score</th>
<th>Notes</th>
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<tr>
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<td>Community Participation</td>
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<td>Demonstrated Need</td>
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<td>Articulates Long-Term Vision</td>
<td>Planning</td>
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<td>0</td>
<td>Operations do not provide deliverables that benefit community beyond 1-year lifespan. Sponsor did not articulate milestones that will occur during project dates.</td>
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### Scoring Focus

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<td>Efficiency</td>
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<td>Planning</td>
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## Project Funding

**Cash only, not including In-Kind**

<table>
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<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<td>Resort Tax</td>
<td>$131,000.00</td>
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<td>Other Public Funding</td>
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<td>Private Donations</td>
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<td>Corporate Donations &amp; Sponsorships</td>
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<td></td>
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<td>Grants</td>
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<td>Events</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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<td></td>
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<td>COVID-19 Relief</td>
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<td>Other* - USPS Contract</td>
<td>$317,500.00</td>
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<td>$448,500.00 $465,500.00</td>
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## Project Expenses FY22

### Project and Programing (Direct)

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<th>Project Budget</th>
<th>RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
<td>$</td>
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<td>Property Acquisition</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<tr>
<td>Travel</td>
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<td>-</td>
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<tr>
<td>Other*</td>
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<tr>
<td><strong>Subtotal</strong></td>
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<td>-</td>
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### Core Operations (Indirect)

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<tr>
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<th>Project Budget</th>
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<td>Payroll and Benefits</td>
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<td>Rent and Mortgage</td>
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### Additional Operations (Indirect)

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<td>Contract Services</td>
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<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<td>Sponsors</td>
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<td>Travel &amp; Training</td>
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<tr>
<td>Other**</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$38,837.68</td>
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</table>

**Total** $443,050.00 $131,000.00

---

**Other-Direct Project Expenses:**

**Other-Additional Operational Expenses:**
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

The Big Sky Post Office Operations

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$131,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

If Resort Tax funding were not awarded to the Big Sky Post Office operations, the Post Office, LLC ("POLLC") would be forced to terminate the contract with the United States Postal Service ("USPS").

Category*
Please select the category that best pertains to this project.

Infrastructure

Additional Information*
What additional information would you like to share with the District regarding this project?

The budgets and associated resort tax request and future estimates submitted in this application assume no increase in the USPS contract rate. POLLC is eligible to request its next rate increase in July 2021. The USPS has traditionally not awarded the full amount of the increase request. The rate increase request will be equal to the total cost to run the operation; however we are unable to predict how much of an increase may be approved.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

POLLC is requesting BSRAD funding to satisfy the gap between the cost to operate the Big Sky Post Office facility and the funding provided by the fixed-rate contract with the USPS.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$148,000.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$169,000.00

---

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
   Project Budget_Application.xlsx

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario:* The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

   No

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario:* After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

This funding request is for the shortfall in the cost for postal operations in Big Sky. The cost to fund operations each year exceeds the amount of the USPS contract. Since historically the USPS has not provided enough funding to satisfy the total cost of operations, we anticipate future resort tax funding will be necessary.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Currently the USPS does provide a majority of the funding to operate the Big Sky Post Office. For example, in 2020, the USPS provided 83% of the funding, with the District providing the remaining 17%.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The primary goal of the funding request for the POLLC request is to provide efficient and convenient postal services for both the residents and visitors of Big Sky.

Metrics*
Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

We will use the annual budget to actual comparison as the metric to determine whether the Big Sky Post Office has operated efficiently.
Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

As this is an ongoing operation, there are not regular milestones to identify. However, if we are successful in relocating the operations to a larger facility and can convince the USPS of the need for a federally-run operation, we will have reached a notable milestone in the history of postal services in Big Sky.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

This project is ongoing.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

The are no applicable long-term planning documents to provide at this time.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.
Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Support high-quality community & emergency services
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Work to become a sustainable & resilient community

Strategy Explanation*

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

The Big Sky Post Office is a critical component of the Big Sky infrastructure. If that fact wasn’t apparent before the COVID-19 pandemic, the last year proved how important accessible and reliable postal service is to our community, as many in our community relied on the Big Sky Post Office to receive supplies and medications as a method to minimize potential exposure to the virus. Most of our visitors and part-time residents expect postal services and utilize our facility during their visit. The existence of a post office in Big Sky already has helped Big Sky become a more sustainable and resilient community.

Population Served

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Year-Round Residents

People Served*

How many people will this project serve?

10000
Measuring People Served*
How do you plan to track or measure the number of people served?

The above figure is a conservative estimate. The Big Sky Post Office likely serves most guests and residents in the Resort Area District. Historical requests to the USPS for tracking data have been denied, due to our status as a contract station. POLLC has been unable to dedicate resources to quantifying the exact number of people served, but it is reasonable to assume the customer base is one of the largest of the pool of resort tax recipients.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

3000

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

3000 is a common estimate for the local population. I used that number for my estimate since it is hard to envision any Big Sky resident who does not use the services of the Big Sky Post Office in some way during the year.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

3

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

The United States Postal Service - Supervisory Services and Funding Partner
The Big Sky Resort Area District - Funding Partner
Gallatin Partners, Inc. - Local Supervisory Services for POLLC Operations
**Infrastructure (Development and Construction)**

**Infrastructure***

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

---

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click *Submit Application* you will no longer be able to edit your application.

**Verification***

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

---

**Name of Submitter***

Al Malinowski
For more than a decade, Music in the Mountains has been Montana’s finest free outdoor concert series, featuring the best up and coming touring musicians in the country as well as established, well-known artists. The series draws more than 35,000 concertgoers to the Big Sky community each summer.

Matching FY22

**Goals**: Provide a quality music series that appeals to a wide range of attendees. Provide a safe, family-friendly event for locals and visitors. Act as a catalyst for local businesses during the summer season. Help put Big Sky on the map as a summer destination for musicians and concertgoers. Provide a cultural amenity that complements our abundant outdoor recreational offerings. Increase visitation from the surrounding Greater Yellowstone area to Big Sky. Create visibility for the Arts Council while acting as ambassadors for the greater Big Sky community. Provide a safe and welcoming place for our local youth to gather. Showcase our local/ regional artists and musicians together with nationally known performers.

**Metrics**: Attendance, vendor sales, event participants.


*More detail provided in full application*

**Partnerships**

27 partners

**Demonstrated Need**

35,000 People Served 21,000 Locals Served

**Articulates Long-Term Vision**

The project is for a summer concert series and funding is specific year to year.

**Supplemental planning documents**: Strategic Plan

**Core Operations Ratio**

Core Operations includes Payroll, Benefits, Rent and Mortgage

Direct, 88%

Indirect, 13%

Additional Ops, 0%
### Consistent with Community Strategies

Preserve a cohesive, but distinct character throughout the community, Provide residents with cultural opportunities, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Improve & develop new park spaces & gathering spaces

### APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
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<td>5</td>
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<tr>
<td>Financial Sustainability</td>
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<td>Expense distribution on positive trajectory.</td>
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<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
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<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
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<td>5</td>
<td>Proactive communication around payment request schedule changes.</td>
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### PROJECT

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<td>Partnerships</td>
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<tr>
<td>Core Operations Ratio</td>
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<td>Demonstrated Need</td>
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<td>10</td>
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<td>Arts &amp; Culture critical coming out of pandemic.</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
<td>Planning</td>
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<td>Project life span of 1 year.</td>
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### OVERALL TOTAL

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### Project Funding

**Cash only, not including In-Kind**

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<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<td>Other Public Funding</td>
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### Project Expenses FY22

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<tr>
<th>Project and Programing (Direct)</th>
<th>Project Budget</th>
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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td>Travel</td>
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<td>Other*</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$340,200.00</td>
<td>$175,000.00</td>
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</table>

| Core Operations (Indirect)      |                |            |
| Payroll and Benefits            | $73,250.00     | $25,000.00 |
| Rent and Mortgage               | $                |            |
| **Subtotal**                    | $73,250.00     | $25,000.00 |

| Additional Operations (Indirect) |                |            |
| Contract Services               |                |            |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | $1,500.00   |
| Marketing, Advertising, and Communications |               |
| Memberships (Industry and Trade Organizations) |           |
| Office Expenses                 |                |            |
| Repairs and Maintenance         |                |            |
| Sponsorships                    |                |            |
| Travel & Training               |                |            |
| Other**                         | $800.00        |            |
| **Subtotal**                    | $2,300.00      |            |
| **Total**                       | $415,750.00    | $200,000.00|

- **Payroll and Benefits**: Including taxes, workers comp, and unemployment
- **Rent and Mortgage**: Including utilities, taxes, HOA fees, and property insurance
- **Office Expenses**: Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses**: Credit Card Fees, fundraising expenses
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Music in the Mountains 2022

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$215,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

If Resort Tax did not fund the Music in the Mountains program, the Arts Council would have to seriously cut back on the quality of artists and the number of concerts we host each summer. We would have to raise more money through sponsorships and private donations, but it would not be enough to put on the series as we usually do. Because of the popularity of the series, we would most likely try to put something together but it would not be what the community expects to see each summer and would not accomplish many of the goals and outcomes that the organization has put forth.

The community definitely felt the loss of the concerts in 2020. Business owners depend on that added visitation each Thursday. Locals missed bringing their families to the park. Visitors who were in Big Sky last summer didn’t get to experience the concerts, which are an amenity that we all have come to expect each summer. Based on comments from our constituents, the concerts would be sorely missed by every sector.

Category*
Please select the category that best pertains to this project.

Community Development & Social Services

Additional Information*
What additional information would you like to share with the District regarding this project?

This request for 2022 includes fireworks for the July 4, 2022 concert. Previously we have submitted for fireworks funding as a separate request. Moving forward this seems to be the best way for our budgeting, as well as making one less project for the Resort Tax board to review.

For 2021, Music in the Mountains will have a 'new' home in Len Hill Park (formerly Town Center Park). A collaboration between the BSCO and the ACBS, the redesigned park includes landscaping with more of a
'bowl'-like feel, a non-grass surface in front of the stage, additional street parking on Aspen Leaf Drive, sound/light infrastructure upgrades, and a dedicated vendor area. There will also be more appealing landscaping around the perimeter, new signage and fresh sod. The new park is slated to completed by July 1, 2021. For this request, 2022 will be the second summer of music in the new park.

Also, the ACBS recently hired a full-time event coordinator that will be in charge of many aspects of this event.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

For more than a decade, Music in the Mountains has been Montana’s finest free outdoor concert series, featuring the best up and coming touring musicians in the country as well as established, well-known artists. The series draws more than 35,000 concertgoers to the Big Sky community each summer.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$215,000.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$220,000.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
Project Budget MITM2022.xlsx
**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No, they do not.

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Funding for this project is on an annual basis and there are no future maintenance costs planned. The stage in Len Hill park may need some upgrades/repairs in the future but that is yet to be determined.

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

The District could submit letters of support for any grants related to the project.

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

- Provide a quality music series that appeals to a wide range of attendees
- Provide a safe, family-friendly event for locals and visitors
- Act as a catalyst for local businesses during the summer season
• Help put Big Sky on the map as a summer destination for musicians and concertgoers
• Provide a cultural amenity that complements our abundant outdoor recreational offerings
• Increase visitation from the surrounding Greater Yellowstone area to Big Sky
• Create visibility for the Arts Council while acting as ambassadors for the greater Big Sky community
• Provide a safe and welcoming place for our local youth to gather
• Showcase our local/regional artists and musicians together with nationally known performers

In 2022, the ACBS aims to deliver 12 free concerts, a free performance of Montana Shakespeare in the Parks, and the two-day Bravo! Big Sky Festival (formerly the classical music festival).

**Metrics**

Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Certainly attendance is a good metric to use. We track attendance as best we can and generally can compare year to year numbers. It’s difficult to get exact counts. We also track things like merchandise sales, donations and volunteers. Our vendors also provide up with information on sales, and we have a very accurate count of our alcohol vendor percentage (we get these numbers each week). We also track participants in our free ARTventure activity tents that we host at the concerts.

However, the concert series is about more than just numbers. We are constantly asking ourselves: Do we provide a fun event with quality artists? Is the experience at a level that residents and visitors are happy with? Is the event family-friendly? Do we provide a variety of musical groups? Do the artists enjoy the experience and event?

Our goal is to provide the BEST free music series in the Greater Yellowstone region, and the ACBS board and staff continually evaluates the event to make sure it aligns with our mission and our community’s vision.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

June 2021: Secure Resort Tax funding for 2022 concert season
July 2021: The new Len Hill Park opens to the community, adjacent to the BASE center.
October 2021: Complete final organizational budget for 2021-22 fiscal year
November 2021: Finalize dates of 2022 concert season and begin booking process
December 1, 2021: ACBS moves into BASE center
April 15, 2022: Have all concert dates booked and artist contracts secured
May 1, 2022: Secure fireworks contract for July 4 event
June 23, 2022: Tentative first concert of 2022 summer
June 30, 2022: Have all allocation requests submitted for ACBS FY22 Resort Tax request
September 1, 2022: Tentative final concert of the 2022 summer
Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
11/01/2020

Project Completion Date*
09/09/2021

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

The project is for a summer concert series and funding is specific year to year. The Arts Council has been presenting the Music in the Mountains series since 2008, and plans to present this series for the foreseeable future. Music in the Mountains is addressed in our current strategic plan, as it is our most popular program. We continually evaluate the program annually in terms of space, attendance, infrastructure, artists and the overall experience for all involved.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

The ACBS completed an updated strategic plan in May 2020. The full document can be provided to the district board upon request. We also create a document with annual organizational goals, which can also be provided upon request.

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Preserve a cohesive, but distinct character throughout the community
- Provide residents with cultural opportunities
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
Improve & develop new park spaces & gathering spaces

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

We think our concerts help preserve Big Sky’s distinct character—a fun, safe, family-friendly place where people can enjoy everything from the great outdoors to great cultural activities. The concerts enhance Big Sky’s reputation as a fun, exciting tourist destination. Our summer offerings provide a cultural amenity to those who live here, while also providing an added event for visitors to Big Sky.

Our summer concerts embrace Big Sky’s DNA as a tourist destination by giving visitors access to (mostly) free events while they are here. Many of those visitors spend money at the events and at the surrounding businesses, thereby contributing to the resort tax collections. The concert series in particular draws people from around the state and beyond and has a reputation for being one of the best music series in the region.

Our collaboration with the BSCO will make the redesigned Len Hill park better for the audience, vendors and musicians and give Big Sky a new space to gather.

**Population Served**

*The District will evaluate this project based on its ability to serve segments that have a demonstrated need.*

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Tourist/Visitor
- Year-Round Residents

**People Served**

How many people will this project serve?

35000

**Measuring People Served**

How do you plan to track or measure the number of people served?

We have volunteers and staff who try to estimate crowd size each week, but we don’t take specific counts. We regularly consult with surrounding businesses to see how they are doing on Thursday nights during the concerts.
**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

21000

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

Our free concerts have grown with the community and now draw more than 35,000 people each summer. We feel we have responded to the community’s support of the concerts by increasing the talent level and adding other amenities to create an inspiring experience and a positive impression of Big Sky. We’ve also added educational opportunities through our ARTventure activity tent which hosted more than 1,200 kids in 2019, and we’ve created a student intern program who help coordinate the activities.

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**
How many partners do you have on this project? If none, enter 0.

27

**Partner List**
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

- Big Sky Community Organization: landlord for the park where concerts are held; collaborate on events, programming, facilities
- Town Center Owner’s Association: we use their property for events; collaborate on marketing/communications
- 20+ local businesses: event sponsors, help with funding and to promote the series
- YCCF, MCF, SPCF: support the series with grants
- Yellowstone Country Montana: grant to help fund summer equipment rental
- Big Sky SNO: Working on sustainability measures for event
Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
No

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Brian Hurlbut
The Warren Miller Performing Arts Center is requesting annual support for a wide range of performing artists to engage with the Big Sky and greater Southwest Montana community through summer artist residencies, family-oriented programming in the fall, and the 2022 Winter Season.

Matching Funds & Financial Sustainability

**FY22**
- Corporate Donations & Sponsorships, 10%
- Private Donations, 37%
- Resort Tax, 35%
- Grant, 15%
- Events, 10%

**FY23**
- Corporate Donations & Sponsorships, 9%
- Private Donations, 37%
- Resort Tax, 33%
- Grant, 19%
- Events, 12%

**FY24**
- Corporate Donations & Sponsorships, 9%
- Private Donations, 36%
- Resort Tax, 33%
- Grant, 16%
- Events, 12%

Results in future operating and maintenance costs? NO

**Quality of Proposal**

**Goals**: Total Artists Served: 400 Total Audience Members Served: 8,000 Total Productions at WMPAC: 20

**Metrics**: Ticket sales, audience participation, working on modernizing digital metrics.

**Milestones**: Summer @ WMPAC: July 4th - August 1st, 2021, Fall @ WMPAC: October 1st - November 16th, 2021, Winter @ WMPAC: December 1st, 2021- April 1st, 2022

*More detail provided in full application*

**Partnerships**
2+ Partners

**Demonstrated Need**
8,000 People Served 6,750 Locals Served

**Articulates Long-Term Vision**

In general, cultural opportunities influence a community's identity. Complementing the shared values of outdoor recreation, conservation, and thoughtful place-making, performances at the local theater inform how we choose to celebrate our shared humanity. People reminisce about impactful events after the fact, often many years after, and that influences the general quality of life for both visitors and residents. We believe strongly that these conversations eventually aggregate into a legacy.

**Supplemental planning documents:**
1. The WMPAC Arts Ecosystem (2017)
2. General Operating Overview (2019)
3. Road-Map to a Successful Winter Season (2020)

**Consistent with Community Strategies**

Support high-quality community & emergency services, Support & enhance social services, Preserve a cohesive, but distinct character throughout the community, Provide residents with cultural opportunities, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Increase transportation options to serve recreation & mobility, Work to become a sustainable & resilient community

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
## APPLICATION SCORE

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<th>Criteria</th>
<th>Category</th>
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<td>Community Participation</td>
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<td>Great event attendance. Good local donations.</td>
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### Scoring Focus

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### Project Funding

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<th>FY24 (7/1/23-6/30/24)</th>
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<td>Resort Tax</td>
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<tr>
<td>Other Public Funding</td>
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<td>$-</td>
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<td>COVID-19 Relief</td>
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<td>Other*</td>
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### Project Expenses FY22

#### Project and Programming (Direct)

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<tr>
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#### Core Operations (Indirect)

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#### Additional Operations (Indirect)

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<td>Travel &amp; Training</td>
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<td>Other**</td>
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<td><strong>Subtotal</strong></td>
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<td><strong>Total</strong></td>
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**Payroll and Benefits:** Including, taxes, workers comp, and unemployment

**Rent and Mortgage:** Including utilities, taxes, HOA fees, and property insurance

**Office Expenses:** Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses: Artist Lodging Expenses (less In-Kind discounts and sponsorships), Online Services and Subscriptions, Event Staffing, Merchant Fees for Ticketing

**Other-Additional Operational Expenses:**
Application Form

**Project Overview**

**Project Name**
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways"."

WMPAC Cultural Programming for 2021 and 2022

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?

$210,000.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

If WMPAC did not receive Resort Tax funding, we would have to abandon our summer, fall, and winter season and completely rethink our year and funding model going forward. Since 2013, WMPAC has worked hard to establish a balanced array of funders, and we are consistent and transparent about the need for a healthy match between ticket buyers, private donors and sponsors, community foundations, occasional state and federal opportunities, in-kind support, and Resort Tax. At the core of WMPAC’s ecosystem is the creativity that comes from an international spectrum of performers, who in turn inspire local youth and adults to build a vibrant local community in Big Sky. Specifically, Resort Tax dollars support the contracts that enable WMPAC to present a world-class season of events, while maintaining accessibility to the entire community. It is the consistent high quality and diversity of acts that make WMPAC special, and we depend on a modest Resort Tax appropriation to sustain those efforts.

**Category**
Please select the category that best pertains to this project.

- Community Development & Social Services

**Additional Information**
What additional information would you like to share with the District regarding this project?

The performing arts will be the last industry to come back as we remembered it. We cannot even be sure that it will return to normal given this catastrophic year, and it cannot be emphasized enough that amidst global upheaval in the performing arts sector last year, WMPAC served more people than in any year before. This is no small feat: Our previous two seasons had each set new records. In a year full of disappointments and cancellations everywhere, WMPAC has set a tone of optimism and resilience, demonstrating our creative capacity with a dizzying array of pivots to continue to serve our mission. This year has shown us the importance of adaptability, and as we look to the year ahead, all planned and ready to go, we do so with the
knowledge that things could change once again. We want the Big Sky Resort Area District to know that we are confident that we can rise to any challenge, and we will continue to provide world-class experiences in an accessible manner to our Montana community.

**Community Messaging**
Please provide a brief (1-2 sentence) description of *this project* for community messaging purposes.

The Warren Miller Performing Arts Center is requesting annual support for a wide range of performing artists to engage with the Big Sky and greater Southwest Montana community through summer artist residencies, family-oriented programming in the fall, and the 2022 Winter Season.

**Forecasting Accuracy**
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for *this project* in FY23 (7/1/22-6/30/23)? If none, enter 0.

$225,000.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for *this project* in FY24 (7/1/23-6/30/24)? If none, enter 0.

$250,000.00

**Financial Sustainability, Reliance, Matching Funds**
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

WMPAC FY22 Project Budget.pdf

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No.

In regards to the project budget attached here, we do want to say that In-Kind support for WMPAC is a high value area for us that might be unique within the organizations currently applying for Resort Tax funds. It warrants further explanation, given the scoring rubric provided by BSRAD for reliance on Resort Tax as being a total percentage of budget (specifically, BSRAD supporting less than 33% of the costs). WMPAC is highly aware of this, and designates nearly 10% of its annual contributions to in-kind support for artist hospitality and more. We work with somewhere between 150-200 artists per year, who must be housed and fed while they are in town (always a contractual obligation), which is a major cost in Big Sky. In-Kind sponsors like Big Sky Resort, the Wilson Hotel, 320 Ranch, and the Hungry Moose provide heavily discounted rooms and complimentary food that would otherwise have a very real, hard cost associated with them. On average, this value adds up to more than $40,000.

**Future Operating Costs***

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Programming is on a project-to-project basis and concludes upon the final performance of each group. As such, none of these projects have ongoing needs, but the annual nature of these seasons implies that there will be ongoing costs. Each year, there is essentially a reset on the programming, and our only fixed cost is our continued payroll for our small staff. The facility itself is an asset owned by the Big Sky School District, and they handle ongoing facility costs and building maintenance.

**Matching Funds Assistance***

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

What a great opportunity! As needs arise, WMPAC will stay in close contact with BSRAD about letters of support and other opportunities for matching funds. As WMPAC goes out for more grant funding at the state, regional, and federal level, a letter of support from the Big Sky Resort Area district attesting to the community value of WMPAC could help leverage more funds from outside our community. In particular, we could demonstrate that there is substantial support from local government.
**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

When it comes to goals, outcomes, and deliverables, WMPAC works vigorously to determine previous year baselines for participation and earned revenue through ticket sales as a marker of success. Because this will be a transitional year out of the pandemic, we are working to create a balanced, ambitious, and realistic vision for our outcomes in participation and production.

Here are our two primary challenges:

Challenge 1. We are in a holding pattern with county health departments and societal approval/disapproval of going out to crowded events. WMPAC believes this will continue to linger well into the fall of 2021 and possibly through the Winter of 2022.

Challenge 2. Patrons are worn out looking at their screens, and virtual engagement will only become more difficult as we edge out of the pandemic.

Nonetheless, here are our annual goals, plain and simple:

- Total Artists Served: 400
- Total Audience Members Served: 8,000
- Total Productions at WMPAC: 20

*Includes partner productions.

**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

As a performing arts center, we have relied on the usual metrics of ticket sales and audience participation since our founding back in 2013. These numbers form important baselines for forecasting growth and measuring how we did from year to year. Of course these are still relevant, but our past year with hybrid programming has opened up an entirely new world of digital metrics to determine how well we are serving our mission and our constituents.

In the digital world, metrics offer both context and confusion. What is the difference between unique views and concurrent views? Where is the threshold between making an impression and making an impact? Which is more valuable, 10,000 views with average engagement of 3 seconds, or 100 views with an average engagement of 30 minutes? We’ve decided that it’s best not to try and value one metric over the other in these early stages of virtual content creation. Instead, It is our full intention to continue providing hybrid access to events at WMPAC, even as we acknowledge that it is impossible to know at this point if the performing arts industry is ready to transition to a hybrid marketplace. Unlike sports broadcasting, the entire performing arts industry has a long way to go before monetized broadcasts become the norm. Nevertheless, we will continue to broaden our practices.
We also continue to solicit anonymous ratings for all our events from all of our patrons, and we will synthesize their feedback into a show "GPA" out of 4.0.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Since its inception in 2013, WMPAC has always strived to match the ebb and flow of the community through a sensitivity to seasonality. Our flagship program, the Winter Season, has always taken place during the ski season, when indoor programming is a must, and the energy is highest for visitation and community engagement. Since the initial success of our annual Winter Season, we have branched out our programming into summer and now fall, as Big Sky becomes more of a year-round community. Spring programming typically consists of local school and community productions.

**Summer @ WMPAC: July 4th - August 1st, 2021**

As the nation continues to get vaccinated, WMPAC will apply its tried and true lessons for pandemic-era programming by taking innovative approaches to the performing arts, working with longstanding artistic partners to produce new works and collaborations that serve both a regional and national audience. We will be outside in forests, on riverbanks, on stage inside, and on national broadcasts.

**Fall @ WMPAC: October 1st - November 16th, 2021**

We will pick up where we left off with our annual Fall Season, which was a great success back in 2019. Similar to the formula from 2019, we will produce a mini-season of family-oriented events that are affordable and entertaining for young families and full-time locals during the shoulder season in Big Sky. Additionally, we will be providing support to the Big Sky Community Theatre group in their annual fall production.

**Winter @ WMPAC: December 1st, 2021 - April 1st, 2022**

The 9th Winter Season at WMPAC will be a combination of shows that were postponed due to the COVID-19 Pandemic, new productions that have come out of successful experiments during the pandemic, and completely new projects that we have been developing for the last few years with partners from around the country. As is to be expected this time of year, the winter season will delight and engage our community in a myriad of inspiring and innovative ways.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/04/2021
Project Completion Date*
04/01/2022

Longevity of Project*
What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span.

Using a fictitious scenario: The sidewalk is expected to last 80 years.

In general, cultural opportunities influence a community’s identity. Complimenting the shared values of outdoor recreation, conservation, and thoughtful place-making, performances at the local theater inform how we choose to celebrate our shared humanity. People reminisce about impactful events after the fact, often many years after, and that influences the general quality of life for both visitors and residents. We believe strongly that these conversations eventually aggregate into a legacy.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

In anticipation of our 10-year anniversary, WMPAC is beginning a strategic planning process in tandem with the school district’s expansion to look at the next decade. Up until this point, we have annual documents that provide guidance through mission, mantra (“We set the stage for creativity in Big Sky, Montana”), and yearly baselines to inform decision making. Other docs:

1. The WMPAC Arts Ecosystem (2017)
2. General Operating Overview (2019)
3. Road-Map to a Successful Winter Season (2020)

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Support & enhance social services
- Preserve a cohesive, but distinct character throughout the community
- Provide residents with cultural opportunities
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Increase transportation options to serve recreation & mobility
- Work to become a sustainable & resilient community
**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

As Big Sky continues to mature as an established mountain destination to an ever-growing spectrum of visitors and residents, we must continue to provide opportunities to gather for diverse shared experiences. With so many rapid changes occurring at an accelerated pace year after year, it is critical that the individuals in our community have a variety of places to get to know one another. Coming to a show at WMPAC is a distinctly local pastime, where individuals with wildly diverse backgrounds come together to share and celebrate. How can we maintain a sense of community amidst meteoric growth and development? The answer is simple: we must stay connected, and WMPAC creates the perfect avenue for that community glue to keep us moving forward in a healthy way. The strategies selected above are in the DNA of an evening at the theater. When we share in a beautiful, performative event, such as a play, a concert, or contemporary ballet, we emerge as a more tightly knit community of humans.

---

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Year-Round Residents

**People Served**

How many people will this project serve?

8000

**Measuring People Served**

How do you plan to track or measure the number of people served?

Thanks to the year of COVID, we have obtained an entirely new skillset to measure digital engagement alongside in-person participation through ticket sales and various reservation systems at a very high level. In addition to the mere number of participants, we have also implemented new systems of feedback to gain meaningful insight from a critical mass of our audiences. With a new ability to listen to more voices, we are able to both increase the quality of our service and the number of people.
Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
6750

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

WMPAC is defined by community outreach. We literally reach out to the community and engage them through cultural opportunities, both inside and outside the walls of the Warren Miller Performing Arts Center. Community is a result of the programming at WMPAC. Because there are so few public gathering spaces in Big Sky, especially in the winter, WMPAC serves as a home for neighbors and community members to connect at frequent intervals throughout the year, adding to the vibrancy of our place.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.
2

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

1. Big Sky School District #72 - As the owner of the facility of WMPAC, BSSD works with FOBSE/WMPAC to ensure that programming fits in with the needs of the school district, also working with WMPAC to find inroads for educational opportunities with the students.

2. (Group) WMPAC’s success is the community’s success, and we work with many leading businesses as ambassadors in the community to connect artists with audiences. The list is long, and includes Big Sky Resort, YC, LMLC, and many more.
Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
No

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
John Zirkle
Morningstar Learning Center is seeking funding for a new, need-based Tuition Assistance Program to help local families afford childcare. Making childcare affordable makes it possible for families to work and live in Big Sky.

**Matching Funds & Financial Sustainability**

**FY22**
- Grants: 13%
- Resort Tax: 85%
- Private Donations: 2%

**FY23**
- Grants: 11%
- Resort Tax: 88%
- Private Donations: 2%

**FY24**
- Grants: 9%
- Resort Tax: 90%
- Private Donations: 1%

Results in future operating and maintenance costs? NO

**Quality of Proposal**

* **Goals:** Affordable childcare to Big Sky families. MLC is also striving for increased overall enrollment as an outcome of this project. This project will include deliverables in the form of a scholarship policy that will serve families equitably in the years to come as well as the award letters families receive.

* **Metrics:** 1) We will use data from this first round of applications to track estimated need and award amounts and create more tangible goals for future years. As a preliminary metric, if we are able to offer assistance to 75% of families that apply, which is the percentage of survey respondents impacted by the $13 discount, that would be an indicator of success. 2) MLC will track how many families apply, how many receive awards, award amounts, and enrollment/award usage throughout the year. 3) The SSS application collects data that will enable us to analyze families’ financial information anonymously and make future predictions of need. All of this information will be utilized to hone our policies and metrics for the program, including our ask from BSRAD.

* **Milestones:** 1) Tuition Assistance Program Policy and awarding families tuition assistance based on need and the policy. 2) Update the policy as needed to reflect everything learned in the first year of the program. 3) The program and policy to become part of the normal routine at MLC by the end of year two

* More detail outlined in full application

**Partnerships**
- 3 partners

**Demonstrated Need**
- 150 People Served
- 150 Locals Served

**Articulates Long-Term Vision**
MLC's mission is to provide accessible and affordable childcare, and to do that sustainably each year.
* Supplemental planning documents: None

**Consistent with Community Strategies**
Improve and maintain infrastructure, Support high-quality community & emergency services, Support & enhance social services, Work to become a sustainable & resilient community

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*

Indirect, 0%
Direct, 100%

Additional Ops, 0%
Core Operations, 0%
Project & Programming, 100%
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<th>Score</th>
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<td>Notable operation budget increase, great programming to administration ratio</td>
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<td><strong>25</strong></td>
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| PROJECT                        |                 |           |       |                                                        |
| Matching Funds                 | Collaboration   | 10        | 0     | Less than 1:1.                                         |
| Quality of Proposal            | Efficiency      | 10        | 10    |                                                        |
| Partnerships                   | Collaboration   | 5         | 5     |                                                        |
| Core Operations Ratio          | Efficiency      | 5         | 5     |                                                        |
| Demonstrated Need              | Efficiency      | 10        | 10    |                                                        |
| Forecasting Accuracy           | Planning        | 5         | 5     |                                                        |
| Articulates Long-Term Vision   | Planning        | 10        | 5     | Scholarships do not provide deliverables that benefit community beyond 1-year lifespan. |
| Financial Sustainability       | Planning        | 10        | 0     | Reliance on Resort Tax increasing annually.            |
| Consistent with Community Strategies | Planning    | 10        | 10    |                                                        |
| **Total-Project**              |                 | **75**    | **50**|                                                        |

| **OVERALL TOTAL**              |                 | **100**   | **75**|                                                        |

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<td>COVID-19 Relief</td>
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<td><strong>$285,000.00</strong></td>
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### Project Expenses FY22

<table>
<thead>
<tr>
<th>Project and Programming (Direct)</th>
<th>Project Budget</th>
<th>RT Request</th>
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<td>Contract Services</td>
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<td>Other*</td>
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<td><strong>Subtotal</strong></td>
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<td><strong>$200,000.00</strong></td>
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| Core Operations (Indirect)       |               |            |
| Payroll and Benefits             | $0.00         | $0.00      |
| Rent and Mortgage                | $0.00         | $0.00      |
| **Subtotal**                     | **$0.00**     | **$0.00**  |

| Additional Operations (Indirect) |       |            |
| Contract Services                | $0.00 | $0.00      |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | $0.00 | $0.00 |
| Marketing, Advertising, and Communications | $0.00 | $0.00 |
| Memberships (Industry and Trade Organizations) | $0.00 | $0.00 |
| Office Expenses                  | $0.00         | $0.00      |
| Repairs and Maintenance          | $0.00         | $0.00      |
| Sponsorships                     | $0.00         | $0.00      |
| Travel & Training                | $0.00         | $0.00      |
| Other**                          | $0.00         | $0.00      |
| **Subtotal**                     | **$0.00**     | **$0.00**  |
| **Total**                        | **$235,000.00** | **$200,000.00** |

Payroll and Benefits-Including, taxes, workers comp, and unemployment
Rent and Mortgage-Including utilities, taxes, HOA fees, and property insurance
Office Expenses-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Tuition Assistance Program (TAP)

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$200,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

On June 30, 2021, Morningstar will conclude its historical Resort Tax Discount Program, which has offered all locally employed families a $13 per day tuition discount. Removing this discount without a new, need-based Tuition Assistance Program (TAP) would result in a 20% tuition increase for all MLC families. However, based on a recent survey, we expect 80% of MLC families to qualify for the new program.

TAP was created to ensure that childcare for Big Sky families remains affordable in the most equitable way possible. MLC has already received 39 applications for the program, and the amount of assistance MLC would be able to offer these families would be drastically reduced if not eliminated if we did not receive resort tax funding.

Providing tuition assistance is incredibly important for the families of MLC to be able to work and live in Big Sky. Without the Resort Tax funding, many families would not be able to afford childcare in Big Sky, thus resulting in families leaving Big Sky.

Category*
Please select the category that best pertains to this project.

Community Development & Social Services

Additional Information*
What additional information would you like to share with the District regarding this project?

As of April 13, 2021, the families of 39 students - 62% of MLC enrollment - have applied to the new TAP program. Over the next two months, the MLC scholarship committee will work with a consultant to review applications and develop a comprehensive policy to ensure an objective and effective awarding process. After Resort Tax allocations on June 14, 2021, MLC will finalize the amounts and send award letters by June 25, 2021. TAP will provide tuition assistance starting July 1, 2021.
In a recent survey, 75% of respondents said that not receiving the $13 discount would impact their ability to afford childcare, and 64% of respondents stated if they could not afford childcare they would have to quit their jobs and/or move out of Big Sky. Not only would MLC lose families, but also the Big Sky community would lose valuable employees from its workforce.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Morningstar Learning Center is seeking funding for a new, need-based Tuition Assistance Program to help local families afford childcare. Making childcare affordable makes it possible for families to work and live in Big Sky.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$250,000.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$300,000.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget Application- TAP.xlsx
Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.
   No

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.
   No

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.
   N/A

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.
   The District’s continued support of tuition assistance for Big Sky families enrolling children at Morningstar signals that this is a major funding priority for our community, making it more likely for other funders (local and beyond) to support our work.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.
   The main goal is to achieve Morningstar’s mission of providing accessible, affordable childcare to Big Sky families. This is partially defined by keeping child care costs below 10% of a family’s income. Studies show
that this boosts the local economy as families are able to meet basic needs and shop locally. By providing need-based tuition assistance to local families, we can provide excellent services while supporting the greater Big Sky community.

MLC is also striving for increased overall enrollment as an outcome of this project. By making tuition more affordable, we hope that current families are able to enroll their children for more days and that more families will be able to begin enrollment at MLC. This would be a strong indicator that we are achieving our mission and that our new program is working.

This project will include deliverables in the form of a scholarship policy that will serve families equitably in the years to come as well as the award letters families receive.

Metrics*
Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

As this is the first year of this program and we are currently undergoing application review, we plan to develop more explicit goals, outcomes, and metrics moving forward. We will use data from this first round of applications to track estimated need and award amounts and create more tangible goals for future years. As a preliminary metric, if we are able to offer assistance to 75% of families that apply, which is the percentage of survey respondents impacted by the $13 discount, that would be an indicator of success.

MLC will track how many families apply, how many receive awards, award amounts, and enrollment/award usage throughout the year. This will allow us to determine the percentage of need we are able to meet as well as how the program impacts enrollment. Higher percentages of need met and increased enrollment will be reliable indicators of success.

Additionally, the SSS application collects data that will enable us to analyze families’ financial information anonymously and make future predictions of need. All of this information will be utilized to hone our policies and metrics for the program, including our ask from BSRAD. The amount received from the resort district will be a large factor in how much we can ultimately award families.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

The first milestones of this project are creating a Tuition Assistance Program Policy and awarding families tuition assistance based on need and the policy. Award letters will go out by June 25, 2021, and the tuition assistance will begin on July 1, 2021. We will achieve these milestones by working with the consultant we hired to provide a fair and equitable approach to evaluating families’ estimated contribution levels. Based on her assessment of MLC’s situation as well as families’ estimated contribution levels, the consultant will help MLC create a policy that will equitably serve Big Sky families in the years to come. This policy will also inform the amounts that are ultimately awarded to families for tuition assistance, enabling us to achieve our milestone of launching TAP on July 1.

The next major milestone will come at the end of year one, when we plan to update the policy as needed to reflect everything learned in the first year of the program. To achieve this milestone, MLC will track award and enrollment data and survey families to determine the effectiveness of the program. We will also strive for a higher percentage of MLC families to fill out the application.

The next milestone will be for the program and policy to become part of the normal routine at MLC by the end of year two. As new students enroll, applying for financial assistance will be part of the enrollment process, helping to streamline work for both families and staff.
Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
07/01/2025

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

This project has no predetermined completion date as we hope to provide need-based tuition assistance as long as there are families in need. MLC’s mission is to provide accessible and affordable childcare, and to do that sustainably each year while also providing a quality early learning setting will require high tuition rates bolstered by tuition assistance for those who need it.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

Part of the expectations of the incoming Executive and Center Directors is to work with the board to develop a strategic plan and possible capital improvement plans moving forward.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Support high-quality community & emergency services
- Support & enhance social services
- Work to become a sustainable & resilient community
**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

By providing affordable childcare, MLC contributes to the infrastructure of Big Sky as a community because families are able to go to work. For this reason and as an early learning center, MLC provides both a community service and a social service. The Tuition Assistance Program allows us to maintain our enrollment and tuition rates, which in turn allow us to invest in the quality of the services we provide.

MLC is essential to Big Sky being a sustainable and resilient community. This was especially apparent during Covid, when MLC kept its doors safely open, allowing for the members of our community to continue working.

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Residents in Need of Financial Assistance
- Year-Round Residents

**People Served**

How many people will this project serve?

150

**Measuring People Served**

How do you plan to track or measure the number of people served?

MLC tracks enrollment and the number of families who apply for TAP. Surveys will measure the extent to which this program makes it possible for students to attend MLC. It’s harder to measure the impact on Big Sky overall. Without TAP, so many families would leave that it would be difficult to stay open. Closing would impact staff and local children and families. Without childcare, many parents would have to leave jobs and/or Big Sky, impacting businesses and the residents who rely on them.

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

150
Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

We have already communicated extensively with MLC families about this new program. We also plan to communicate more broadly to the community during Give Big, when we will be attempting to raise additional funds to support this program.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

3

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

- Spanish Peaks Community Foundation - providing an additional $26k in tuition assistance
- SSS - providing objective, anonymous data collection services
- Mission Enrollment - providing policy and evaluation support

Infrastructure (Development and Construction)
Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No
**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification***

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information.

**Name of Submitter***

Kelsey Hash
This operations project requests goes towards operations that support Resort Tax requested projects as well as operations that support other project work that does not have a direct cost or is not funded through resort tax request: like outreach activities such as river and dog waste cleanups, Wild and Scenic advocacy, and a new weekly river stewardship series in the summer. These are vital to the overall work of our organization and ability to carry out overall mission.

Matching Funds & Financial Sustainability

FY22

- Resort Tax: 22%
- Other Public Funding: 15%
- Private Donations: 13%
- Events: 29%
- Grants: 15%
- Corporate Donations & Sponsorships: 6%

FY23

- Resort Tax: 19%
- Other Public Funding: 15%
- Private Donations: 14%
- Events: 31%
- Grants: 15%
- Corporate Donations & Sponsorships: 8%

FY24

- Resort Tax: 16%
- Other Public Funding: 16%
- Private Donations: 15%
- Events: 32%
- Grants: 16%
- Corporate Donations & Sponsorships: 6%

Results in future operating and maintenance costs? NO

Quality of Proposal

Goals*: Annual reduce operations resort tax request by 10% percent each year beyond this request.

Metrics*: None

Milestones*: Our end goal over 5-7 years, is to not make future operations requests.

*More detail provided in full application*

Partnerships

Over 50 Partners

Demonstrated Need

15,000 People Served 3,000 Locals Served

Articulates Long-Term Vision

Our operations fund our core staffing and needs to carry out our work—which is timeless in its reach and affect on the watershed.

Supplemental planning documents: Strategic Plan

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage

Consistent with Community Strategies

Improve and maintain infrastructure, Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Provide transparency/engagement & governance options, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Expand & enhance pathways & trail connections, Provide all-season recreational opportunities, Preserve & enhance public access to public lands & waterways, Improve & develop new park spaces & gathering spaces, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community.
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<th>Criteria</th>
<th>Category</th>
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<th>Score</th>
<th>Notes</th>
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<td>Financial Sustainability</td>
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<td>Track Record</td>
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<td>Excellent work supporting newly formed Water &amp; Sewer District</td>
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<td>Matching Funds</td>
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<td>Quality of Proposal</td>
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<td>Partnerships</td>
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<td>Core Operations Ratio</td>
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<td>61% core operations.</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>5</td>
<td>Operations do not provide deliverables that benefit community beyond 1-year lifespan</td>
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<td>Financial Sustainability</td>
<td>Planning</td>
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<td>Clear goal of eliminating operating requests.</td>
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<td>Consistent with Community Strategies</td>
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<td><strong>Total-Project</strong></td>
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<td>Efficiency</td>
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<td>Planning</td>
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### Project Funding

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<th>FY23 (7/1/22-6/30/23)</th>
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<td>Private Donations</td>
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<td>Corporate Donations &amp; Sponsorships</td>
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<td>Grants</td>
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<td>Events</td>
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<td>Dues, Fees, Membership, Sales</td>
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<td>COVID-19 Relief</td>
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<td>Other*</td>
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### Project Expenses FY22

#### Core Operations (Indirect)

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#### Additional Operations (Indirect)

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<tr>
<td>Contract Services</td>
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<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>Marketing, Advertising, and Communications</td>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<td>Sponsorships</td>
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<td>Travel &amp; Training</td>
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<td>Fundraising/ Special Events</td>
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**Other-Direct Project Expenses:**

**Other-Additional Operational Expenses:**

---

*Payroll and Benefits-including, taxes, workers comp, and unemployment
Rent and Mortgage-including utilities, taxes, HOA fees, and property insurance
Office Expenses-including uniforms, postage, supplies, and subscriptions.
Application Form

Project Overview

Project Name*

Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Operations

Amount Requested*

What is the amount you are requesting from Resort Tax for the project listed above?

$76,201.00

Funding Impact*

How would this project be affected if Resort Tax funding were not awarded?

We are incredibly grateful for Resort Tax’s continued support in this vital area to carry our work forward. Despite a decrease in this request, it is still fundamental in our organizational need to carry on our mission and fund the operational requirements that building projects require and need. Without these fees--projects would be much, much more expensive if we had to contract the oversight and management work of the projects out fully. To do so would be more expensive than funding staff and sustaining our operations. We would be forced to make drastic cuts in our small structure and cut our ability to complete the requested project funding in all other areas. We are decreasing this below last year’s more dramatic decrease and plan to continue to do so as we generate more revenue that can be used unrestricted for operations.

Category*

Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information*

What additional information would you like to share with the District regarding this project?

This operations project requests goes towards operations that support Resort Tax requested projects as well as operations that support other project work that does not have a direct cost or is not funded through resort tax request: like outreach activities such as river and dog waste cleanups, Wild and Scenic advocacy, and a new weekly river stewardship series in the summer. These are vital to the overall work of our organization and ability to carry out overall mission.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Resort Tax support has been and remains a vital source of revenue for continuing the work of the Gallatin River Task Force and our mission to protect the Gallatin.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$67,818.89

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$60,358.81

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
  Operations Project Budget_Application.xlsx

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.
No
Future Operating Costs
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

No

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

No, not beyond future operational request as outlined above.

Matching Funds Assistance
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

We will continue to grow this area of funding through private and individual donations.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Goals: Annual reduce operations resort tax request by 10% percent each year beyond this request.

The deliverables are a fully functioning Task Force that can complete the work of water needs and protecting water quality, quantity and conservation around the Gallatin River.

Metrics
Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

NA
Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Our end goal over 5-7 years, is to not make future operations requests.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

Our operations fund our core staffing and needs to carry out our work--which is timeless in its reach and affect on the watershed.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

We have finalized a new strategic plan that does guide this and are considering new efforts to fund larger capital efforts that remain in the watershed.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.
Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Support independently-owned small businesses
- Preserve a cohesive, but distinct character throughout the community
- Provide transparency/engagement & governance options
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Expand & enhance pathways & trail connections
- Provide all-season recreational opportunities
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Big Sky has changed radically, growing from a sleepy mountain town to a booming year-round community. While some of the same water resource challenges remain, and new concerns have come to light, 20 years of monitoring data gives us the foundation for action that was absent before. Armed with this information, gaining more every day, the Task Force is well equipped to realize our vision of a healthy Gallatin River Watershed for future generations. As our new Strategic Plan outlines, focused objectives with measurable results will drive our work over the next five years, setting a new precedent for sustainable water management in our community. Collaboration, community, and partnership are at the foundation of our approach to conservation, and we would not have made it this far if it weren’t for everyone who bought-in along the way. From planting willows at our habitat restoration projects, to supporting water conservation through grants, our success is truly a community success.

Population Served
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Wildlife and Natural Environment
**People Served***
How many people will this project serve?

15000

**Measuring People Served***
How do you plan to track or measure the number of people served?

Through event tracking and monitoring, and individuals served through river access sites and conservation programs. We have developed extensive ways to track individuals impacted by and engaged in our project work through excel documents and event platforms, as well as digital reach information online.

**Locals Served***
Of the number of people served provided above, how many live within the District boundaries?

3000

**Community Outreach***
Please explain any community outreach or engagement that has taken place or is planned with this project.

In an effort to expand our org. outreach, we will launch a weekly activity series throughout the summer. This series, “Task Force Tuesdays,” will provide a space for residents and visitors to engage our water quality mission in an easy way. The series will take place outside along our beautiful streams and main stem of the Gallatin. It dovetails with ongoing online outreach & marketing that is focused on growing awareness and effectively communicating threats to the river and solutions we offer.

**Partnerships**

*The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.*

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners***
How many partners do you have on this project? If none, enter 0.

0
Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

Our partners in the mission of our work are endless, we currently list over 50 partners in different parts of our work, with over 300 donors that are in-kind and direct. The watershed approach to conservation prioritizes and is community based and driver, relies on local leadership in every way and encourages collaboration with partners and stakeholders in every area and sector. Simply put, partnership is vital to our work and collaboration is a value of the Task Force in everything that we do.

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No

Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information.

Name of Submitter*
Ryan M Newcomb
Gallatin River Access Restoration Projects provide sustainable recreation opportunities and ecological restoration of the Gallatin River. The projects address the growing number of people recreating along the river corridor and the environmental impacts associated with river access.

Matching Funds & Financial Sustainability

<table>
<thead>
<tr>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resort Tax, 51%</td>
<td>Resort Tax, 51%</td>
<td>Resort Tax, 51%</td>
</tr>
<tr>
<td>Private Donations, 13%</td>
<td>Private Donations, 13%</td>
<td>Private Donations, 13%</td>
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<tr>
<td>Events, 11%</td>
<td>Events, 11%</td>
<td>Events, 11%</td>
</tr>
<tr>
<td>Other Public Funding, 13%</td>
<td>Other Public Funding, 6%</td>
<td>Other Public Funding, 3%</td>
</tr>
</tbody>
</table>

Results in future operating and maintenance costs? YES

Quality of Proposal

Goals*: Provide sustainable recreation access to the Gallatin River and repair the ecological damage caused by human activities.

Metrics*: Feet/miles of user-created routes closed/revegetated and number of parking areas developed.

Milestones*: See application for list of milestones

*More detail provided in full application*

Partnerships
7 partners

Demonstrated Need
20,000 People Served 3,000 Locals Served

Articulates Long-Term Vision
The typical lifespan of a stream restoration project is 50-100 years. This is subject to longevity of materials, success of vegetation establishment, environmental conditions, and the dynamic nature of rivers. The typical lifespan of a gravel parking area is 100 years with regular maintenance. The typical lifespan of recreation improvements are 50-100 years. Concrete boat ramps can last 50 years. Stone terraces, etc. can last 100 years.


Consistent with Community Strategies

Improve and maintain infrastructure, Support independently-owned small businesses, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Expand & enhance pathways & trail connections, Preserve & enhance public access to public lands & waterways, Improve & develop new park spaces & gathering spaces, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage
## APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td><strong>SPONSOR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Great event participation and volunteer participation.</td>
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<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>10</td>
<td></td>
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<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td>Excellent work supporting newly formed Water &amp; Sewer District.</td>
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<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
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<tr>
<td><strong>Total-Sponsor</strong></td>
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<td><strong>PROJECT</strong></td>
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<td>Matching Funds</td>
<td>Collaboration</td>
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<td>4</td>
<td>1:1 matching funds.</td>
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<td>Quality of Proposal</td>
<td>Efficiency</td>
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<tr>
<td>Partnerships</td>
<td>Collaboration</td>
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<td></td>
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<tr>
<td>Core Operations Ratio</td>
<td>Efficiency</td>
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<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
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<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Consistently 51% reliant on Resort Tax.</td>
</tr>
<tr>
<td>Consistent with Community Strategies</td>
<td>Planning</td>
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<tr>
<td><strong>Total-Project</strong></td>
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<td>75</td>
<td>59</td>
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<tr>
<td><strong>OVERALL TOTAL</strong></td>
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<td>100</td>
<td>84</td>
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Scoring Focus | Available | Score |
<table>
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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>30</td>
<td>24</td>
</tr>
<tr>
<td>Efficiency</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Planning</td>
<td>35</td>
<td>25</td>
</tr>
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</table>
## Project Funding

**Cash only, not including In-Kind**

<table>
<thead>
<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resort Tax</td>
<td>$46,377.00</td>
<td>$82,295.00</td>
<td>$200,452.08</td>
</tr>
<tr>
<td>Other Public Funding</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Private Donations</td>
<td>$10,313.50</td>
<td>$29,772.50</td>
<td>$60,726.04</td>
</tr>
<tr>
<td>Corporate Donations &amp; Sponsorships</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Grants</td>
<td>$-</td>
<td>$30,000.00</td>
<td>$115,000.00</td>
</tr>
<tr>
<td>Events</td>
<td>$10,313.50</td>
<td>$10,522.50</td>
<td>$10,726.04</td>
</tr>
<tr>
<td>Dues, Fees, Membership, Sales</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>COVID-19 Relief</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other*</td>
<td>$13,750.00</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$90,754.00</td>
<td>$162,590.00</td>
<td>$396,904.16</td>
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## Project Expenses FY22

### Project and Programing (Direct)

<table>
<thead>
<tr>
<th></th>
<th>Project Budget</th>
<th>RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
<td>$47,500.00</td>
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<tr>
<td>Property Acquisition</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>$2,000.00</td>
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<tr>
<td>Materials and Supplies</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Scholarships and Financial Assistance</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Travel</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other*</td>
<td>$41,254.00</td>
<td>$20,627.00</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$90,754.00</td>
<td>$46,377.00</td>
</tr>
</tbody>
</table>

### Core Operations (Indirect)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Rent and Mortgage</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$-</td>
<td>$-</td>
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</tbody>
</table>

### Additional Operations (Indirect)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Memberships (Industry and Trade Organizations)</td>
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<tr>
<td>Office Expenses</td>
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<td>$-</td>
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<tr>
<td>Repairs and Maintenance</td>
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<td>$-</td>
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<tr>
<td>Sponsors</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other**</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$90,754.00</td>
<td>$46,377.00</td>
</tr>
</tbody>
</table>

**Payroll and Benefits** - Including, taxes, workers comp, and unemployment

**Rent and Mortgage** - Including utilities, taxes, HOA fees, and property insurance

**Office Expenses** - Including uniforms, postage, supplies, and subscriptions

---

*Other-Direct Project Expenses: Direct Payroll & Benefits

**Other-Additional Operational Expenses:***
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Gallatin River Access Restoration Projects

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$46,377.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

Resort Tax funding would support staff time toward all aspects of project management (i.e. coordinating with contractors, partners, volunteers, project communications, etc.), advance engineering plans for project implementation in FY23/FY24, and support site maintenance. If funding is not awarded, project design and implementation will be delayed until alternative funding is secured which will ultimately impact the ability to improve recreation conditions, public safety, and river health within the Gallatin River corridor in a timely manner.

Category*
Please select the category that best pertains to this project.
Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?

Gallatin River Access Restoration Projects includes several projects that have been advanced from the Gallatin River Restoration Strategy, a document developed in partnership with the Forest Service and Madison-Gallatin Trout Unlimited to identify short-term, mid-term, and long-term implementation of river access improvement and ecological restoration projects over the next 10-15 years. Minimizing the environmental degradation associated with tourism and recreation will require a combination of providing sustainable access opportunities, direct physical protection and restoration of particular areas, education, and strategic partnerships. The contract services request to Resort Tax per project includes:

Porcupine/Beaver Creek Restoration - $16K for 90% Design Plans
River Access Parking & Revegetation - $14K for 100% Design Plans (template to be utilized for multiple sites)
Upper Deer Creek Noxious Weed Management - $750 for post construction monitoring and treatment

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Gallatin River Access Restoration Projects provide sustainable recreation opportunities and ecological restoration of the Gallatin River. The projects address the growing number of people recreating along the river corridor and the environmental impacts associated with river access.

**Forecasting Accuracy**
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$82,295.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$200,452.08

**Financial Sustainability, Reliance, Matching Funds**
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Gallatin River Access Restoration Project Budget.pdf

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

Noxious weed management at Gallatin River Access Restoration project sites is a contracted service. The Task Force contracts the Gallatin Invasive Species Alliance (GISA) to complete this work. Resort Tax also funds GISA. The Task Force could contract with a private vendor for this service, however, costs are estimated to be approximately $9,900 annually for a private vendor vs. $1,500 annually for treatment completed by GISA.

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?

Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

The majority of operating and maintenance costs are the responsibility of the Forest Service. The Task Force assists with noxious weed management at project sites. The cost is anticipated to remain the same at Upper Deer Creek for the next 4 years (5 years post construction is recommended). Costs may increase slightly when additional restoration projects are completed. The Task Force will continue to work with the Forest Service and GISA on creative and low-cost management solutions.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Resort Tax funding the planning/design phase of projects helps the Task Force leverage other funding sources and widens our pool of funding for project implementation. We have seen excellent results in getting projects funded and implemented because of the Resort Tax support we've received early on in project development. Letters of support are always helpful and appreciated.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.
**Project Goals and Outcomes***

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

Goal: Provide sustainable recreation access to the Gallatin River and repair the ecological damage caused by human activities.


Deliverables: Advancement in design plans for Porcupine which will result in trail improvements (looped trail, pedestrian bridge), boat launch, designated boat drop-off and vehicle parking areas and Beaver Creek stream channel restoration (implementation anticipated for FY24). Template design for small (2-3 car) river access parking areas that can be utilized throughout the Upper Gallatin River corridor (implementation anticipated for FY23).

---

**Metrics***

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Upon completion of the Porcupine/Beaver Creek Restoration Project we will have final project metrics including: feet/miles of stream restored, square feet/acres of riparian buffer enhancement, and number of recreation access improvements. In addition to project specific metrics, the Task Force and Forest Service track recreation use and use trends via visitor interactions documented by the Forest Service’s seasonal River Steward and the Gallatin River Use Survey data collected in coordination with Montana State University.

Upon completion of the River Access Parking Improvements we will have final improvement metrics including: feet/miles of user-created routes closed/revegetated and number of parking areas developed.

---

**Milestones***

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Porcupine Milestones:

Planning, Design, Permitting: Environmental analysis has been completed (Aquatic Organism Passage Analysis, Beaver Creek Flood Study); 35% designs will be completed by June 2020; stakeholder coordination and meetings are ongoing; 90% design is anticipated to be completed by June 2022; final design and permitting are anticipated to be completed in FY23.

Implementation (Anticipated for Summer/Fall 2024): A request for proposal will be released and a contractor selected; a noxious weed site assessment will be conducted; stormwater BMP's will be installed; stream restoration techniques will be implemented and river access improvements will be installed (parking areas, boat ramp, trail improvements, etc.).

Post-Implementation/Monitoring (Fall 2024 - Fall 2025): Volunteers will be engaged for revegetation and restoration work including planting trees and shrubs and installing fencing.

Maintenance (5 years post construction, Fall 2024 - Fall 2029): Watering of newly established plants and post-construction noxious weed management will be completed as needed.
River Access Parking Milestones
Planning, Design, Permitting: Stakeholder coordination is ongoing; final design and permitting is anticipated to be completed in FY22.

Implementation (Anticipated for Summer/Fall 2022): Several small scale river access parking areas will be installed along the Gallatin River corridor. The parking areas will be minimally developed with gravel, boulders, and site reclamation which includes the installation of protective vegetation; topsoil, native seed (certified weed free), and mulch.

Post-Implementation/Monitoring (Fall 2024 - Fall 2025): The sites will be monitored and a report will be developed to document how the parking areas are being utilized and revegetation success. Since the design will be universal, additional parking areas will be developed as funding becomes available.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
06/20/2020

Project Completion Date*
08/26/2024

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

The typical lifespan of a stream restoration project is 50-100 years. This is subject to longevity of materials, success of vegetation establishment, environmental conditions, and the dynamic nature of rivers.
The typical lifespan of a gravel parking area is 100 years with regular maintenance.
The typical lifespan of recreation improvements are 50-100 years. Concrete boat ramps can last 50 years. Stone terraces, etc. can last 100 years.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.
Big Sky Sustainable Watershed Stewardship Plan
Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Support independently-owned small businesses
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Expand & enhance pathways & trail connections
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

Strategy Explanation*

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

The Gallatin River Access Recreation Projects will provide new and improved infrastructure and recreation opportunities (i.e. parking areas, boat ramps, trails etc.) that will improve public access and independently owned outfitter/guide access to National Forest lands. These projects support Big Sky’s economy as an “R” destination meaning that outdoor recreation is what draws visitors to the area. The projects also protect aquatic resources, provide wildlife habitat, and manage/reduce the spread of invasive species. Water quality will be improved via the installation of stormwater management systems and riparian buffers that filter pollutants, protect streambank integrity, and moderate the effects of high stream flows. Water quantity will be improved by reconnecting Beaver Creek to its floodplain and restoring the wetland/riparian area which will moderate floods and slowly release stored water during summer dry periods strengthening our resiliency to climate change and drought.

Population Served

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.
Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

People Served*
How many people will this project serve?
20000

Measuring People Served*
How do you plan to track or measure the number of people served?

The projects will serve the greater Big Sky Community and visitors traveling along the Gallatin River Corridor. We plan to install a trail and/or vehicle counter at the Porcupine/Beaver Creek Site and a vehicle counter at one of the parking areas. Currently the number of people served is difficult to estimate, but the following stats serve as a benchmark:

- Raft outfitter launches average 15,000 per season (Forest Service)
- Peak traffic volumes on US 191 are 10,000+ vehicles per day (MDT)

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
3000

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

The largest segment of the community is interested in river access for recreation, and therefore the public is naturally engaged. These projects provide excellent in-person education opportunities. Typical outreach and engagement for restoration projects include: social media content; newsletter content, press releases; newspaper articles; volunteer work days; on-site signage (interpretive and educational), educational brochures; project fact sheets; short video segments; and project tours.
**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner:* An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

7

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.*

- Forest Service - landowner; project funding; Gallatin River Restoration Strategy
- Trout Unlimited - technical assistance; project funding; supports outreach efforts
- GISA - provides technical assistance and supports outreach efforts
- MTD - coordinating on 191 Corridor Study and Restoration Strategy
- FWP - coordinating on Restoration Strategy
- BSCO - coordinating on future road crossing and trail connections
- Big Sky School District - coordinating on future road crossing and trail connections

**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

Yes

**Infrastructure Detail**

Due to the complexity of large-scale infrastructure projects the District requires the following additional detail.

**Property Acquisition**

Is the acquisition of property required for this project?

No
Ownership*
Who will own the property as a result of this project?

Custer-Gallatin National Forest

Financing Contingencies*
How do you intend to finance cost overages?

We build in a contingency for project implementation. Typically 10-15% of total construction costs.

Contractors*
Have you selected a general contractor and architect/engineer to oversee the project, if so who?

Our engineering firm is Respec. Jeff Dunn with Madison-Gallatin Trout Unlimited is also providing technical assistance for permitting and construction oversight.

Bidding*
What is your bidding process for this project?

The typical bidding process includes the following steps:
- engineering firm develops bid documents
- bid documents are distributed to contractors
- pre-bid project tour is complete at the site
- Restoration Project Committee reviews bids and makes a recommendation to the Task Force board for a vote
  - Task Force Board votes to award bid
  - Contractor is notified of award and contract documents are executed

Operations and Maintenance*
What is your plan for funding on-going operations and maintenance of the project upon completion?

There is minimal operations and maintenance responsibilities that will be required of the Task Force. Most maintenance items can be completed with staff and/or volunteers. Noxious weed management is the only contracted maintenance cost. This will be funded via a combination of local grant requests, event income, and private donations.

Permits and Zoning*
What are the necessary permits and zoning approvals for this project and have they been secured?

There are no permits or zoning requirements. We follow all of the required permitting procedures dictated by the National Forest.
Hook-Ups*
Have hook-ups and approvals for power, water, and sewer been secured to meet project needs?
  N/A

Construction Impacts*
What will the impacts (traffic, noise, environmental, etc) to the surrounding area be during the construction of this project? And how do you plan to minimize any potential negative impacts?

  Construction has the potential to impact traffic patterns and cause noise disturbance. These impacts will be minimized with proper staging of vehicles and materials, signage, and hours of operation.

  There will be temporary site disturbance during construction, however, all environmental impacts will be mitigated with the installation of stormwater best management practices and revegetation post-construction.

Long-Term Impacts*
Will this project have any long-term impacts such as increased traffic, parking, environmental impacts, water use, light pollution, accessibility? And how do you plan to address these impacts?

  The porcupine improvements may draw more visitors to the area and increase traffic on Porcupine Creek Road, however, the big picture goal of all the river access projects is to direct visitors to designated access areas to minimize traffic, safety, and environmental impacts throughout the river corridor. Overall the environmental conditions throughout the corridor will improve with project implementation.

Deed Restrictions*
Will this project be deed-restricted, if so what restrictions do you intend on putting in place?
  N/A

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

  I verify that the application is complete and contains accurate information

Name of Submitter*
Emily O’Connor
The Big Sky Water Conservation Program inspires community members to engage in practices that save water for the benefit of the community drinking water supply and preservation of our rivers and streams.

### Quality of Proposal

**Goals:** Reduce consumptive water use in Big Sky.

**Outcomes:** Less demand on water supply which will protect groundwater aquifers, in-stream flows, and increase the communities resilience to drought and wildfire.

**Deliverables:** Continue existing rebates, offer rebates to the commercial sector, offer new landscaping rebates, provide education and outreach on water conservation practices, continue integrated marketing campaign. Some of the expanded rebate options that are being considered include: commercial toilet, commercial free fixture swap, water meters, smart sensors, drought tolerant plants, drip irrigation retrofit, xeriscape retrofit.

**Metrics:** Gallons saved (annual and cumulative yearly savings). Number and type of water saving fixtures/products installed, Rebate/incentive program participants, Number of landscapes certified as Trout-Friendly

**Milestones:**
- **May 2021 - October 2021:** Conduct Trout-Friendly site visits with homeowners, business, and HOA’s to certify properties and work with local landscaping companies on partnership opportunities.
- **July 2021**: Secure funding for expanded rebate options.
- **July - August 2021:** Finalize new rebates and launch new rebate opportunities (develop forms, update website, update outreach materials, etc.)
- **August - ongoing:** Outreach to residents, businesses, HOA’s, property managers, developers, etc. regarding new incentives (direct email, phone calls, and presentations)
- **Ongoing:** Marketing Campaign (ads, videos, newsletters, events, etc.)

### Articulates Long-Term Vision

We anticipate operating the Big Sky Water Conservation program on an annual basis.

**Supplemental planning documents:** Big Sky Sustainable Watershed Stewardship Plan, Gallatin River Task Force Strategic Plan FY22-25, Big Sky Water Conservation Plan (draft document, anticipated completion Fall 2021)

### Consistent with Community Strategies

Support high-quality community & emergency services, Support independently-owned small businesses, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

<table>
<thead>
<tr>
<th>Partnerships</th>
<th>14 partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrated Need</td>
<td>3000 People Served</td>
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</tbody>
</table>

### Core Operations Ratio

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
## APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>SPONSOR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Great event and volunteer participation</td>
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<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
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<td>10</td>
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<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td>Excellent work supporting the newly formed Water &amp; Sewer District</td>
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<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
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<td>5</td>
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<tr>
<td><strong>Total-Sponsor</strong></td>
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<tr>
<td><strong>PROJECT</strong></td>
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<tr>
<td>Matching Funds</td>
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<td>4</td>
<td>1:1 matching funds.</td>
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<tr>
<td>Quality of Proposal</td>
<td>Efficiency</td>
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<tr>
<td>Partnerships</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Core Operations Ratio</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Project application does not outline clear path to achieve long-term goals. Application does not provide milestones and deliverables that benefit community beyond 1-year lifespan</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Up to 58% reliance on Resort Tax.</td>
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<tr>
<td>Consistent with Community Strategies</td>
<td>Planning</td>
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<tr>
<td><strong>Total-Project</strong></td>
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<tr>
<td><strong>OVERALL TOTAL</strong></td>
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<td>100</td>
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</table>

### Scoring Focus

<table>
<thead>
<tr>
<th>Scoring Focus</th>
<th>Available</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>Collaboration</td>
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<td>24</td>
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<tr>
<td>Efficiency</td>
<td>35</td>
<td>35</td>
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<tr>
<td>Planning</td>
<td>35</td>
<td>15</td>
</tr>
</tbody>
</table>
### Project Funding

**Cash only, not including In-Kind**

<table>
<thead>
<tr>
<th>Year</th>
<th>Resort Tax</th>
<th>Other Public Funding</th>
<th>Private Donations</th>
<th>Corporate Donations &amp; Sponsorships</th>
<th>Grants</th>
<th>Events</th>
<th>Dues, Fees, Membership, Sales</th>
<th>COVID-19 Relief</th>
<th>Other*</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY22</td>
<td>$41,076.75</td>
<td>$30,000.00</td>
<td>$12,600.87</td>
<td>$-</td>
<td>$-</td>
<td>$11,225.88</td>
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<td>$94,903.50</td>
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<tr>
<td>FY23</td>
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<td>$13,985.40</td>
<td>$-</td>
<td>$5,000.00</td>
<td>$13,985.40</td>
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<td>$-</td>
<td>$-</td>
<td>$74,691.60</td>
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<tr>
<td>FY24</td>
<td>$46,049.82</td>
<td>$-</td>
<td>$14,274.91</td>
<td>$-</td>
<td>$5,000.00</td>
<td>$14,274.91</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$79,599.64</td>
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### Project Expenses FY22

<table>
<thead>
<tr>
<th>Project and Programming (Direct)</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$25,000.00</td>
<td>$-</td>
</tr>
<tr>
<td>Property Acquisition</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
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<td>Materials and Supplies</td>
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<tr>
<td>Repairs and Maintenance</td>
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<tr>
<td>Scholarships and Financial Assistance</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
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<tr>
<td>Travel</td>
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<td>$-</td>
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<tr>
<td>Other*</td>
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<td><strong>Subtotal</strong></td>
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<td><strong>$41,076.00</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Core Operations (Indirect)</th>
<th>Project Budget</th>
<th>RT Request</th>
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</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Rent and Mortgage</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$-</strong></td>
<td><strong>$-</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Operations (Indirect)</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>$-</td>
</tr>
<tr>
<td>Memberships (Industry and Trade Organizations)</td>
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<tr>
<td>Office Expenses</td>
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<td>$-</td>
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<tr>
<td>Repairs and Maintenance</td>
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<tr>
<td>Sponsorships</td>
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<tr>
<td>Travel &amp; Training</td>
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<td>$-</td>
</tr>
<tr>
<td>Other**</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$-</strong></td>
<td><strong>$-</strong></td>
</tr>
</tbody>
</table>

| Total                            | **$94,903.50** | **$41,076.00** |

**Payroll and Benefits:** Including, taxes, workers comp, and unemployment  
**Rent and Mortgage:** Including utilities, taxes, HOA fees, and property insurance  
**Office Expenses:** Including uniforms, postage, supplies, and subscriptions

---

*Other-Direct Project Expenses:* Direct Payroll/Benefits

**Other-Additional Operational Expenses:
Application Form

**Project Overview**

**Project Name***

Please use a concise and descriptive project name.  
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

Big Sky Water Conservation Program

**Amount Requested***

What is the amount you are requesting from Resort Tax for the project listed above?

$41,076.75

**Funding Impact***

How would this project be affected if Resort Tax funding were not awarded?

If Resort Tax funding is not awarded, the Task Force would not be able to offer the community rebates or other incentives to conserve water in their homes and landscapes until another funding source is secured. Water conservation rebate programs are typically funded through a municipality. We have been successful in securing grant funding for water conservation planning efforts from the state and for water conservation education & outreach initiatives from private donors and foundations. We would like to advance conversations with the local public water system operators on opportunities to financially contribute to the program. The rebate program is structured so that if we receive more rebate requests than we have funding, we are able to place participants on a wait list until funding becomes available.

**Category***

Please select the category that best pertains to this project.

Recreation & Conservation

**Additional Information***

What additional information would you like to share with the District regarding this project?

Our request this year includes expanding rebates and incentives to the commercial sector and offering more opportunities for the community to save water outdoors since summer water use in Big Sky is 8x higher in the summer than the rest of the year. The expanded rebate opportunities are outlined in a technical memo from our consultant AE2S, who is assisting with the development of a community Water Conservation Plan that will be finalized later this year. A Montana Conservation Corps Fellow will be joining the Task Force this summer to assist with engagement and expansion of the Water Conservation Program including Trout-Friendly Landscaping and rebates.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Big Sky Water Conservation Program inspires community members to engage in practices that save water for the benefit of the community drinking water supply and preservation of our rivers and streams.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$41,720.80

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$46,049.82

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
Big Sky Water Conservation Program Budget.pdf

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.
No.
**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

---

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Less water being used and sent down our drains and sewer pipes translates to reduced operating and maintenance costs for local Public Water Systems. Big Sky has 20+ public water systems (i.e. serves 25 or more people or has 15 or more service connections). Big Sky’s public water systems range from large systems like the Big Sky County Water and Sewer District (serves approx. 40% of the population) to smaller systems like Ramshorn View Estates (serves approx. 2% of the population).

---

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

As we continue to grow the Water Conservation Program by number of participants and rebates/incentives offered, we will be seeking additional funding sources to supplement this growth. The Resort Tax can help by providing letters of support.

---

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

---

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

Goals: Reduce consumptive water use in Big Sky.

Outcomes: Less demand on water supply which will protect groundwater aquifers, in-stream flows, and increase the communities resilience to drought and wildfire.

Deliverables: Continue existing rebates, offer rebates to the commercial sector, offer new landscaping rebates, provide education and outreach on water conservation practices, continue integrated marketing campaign. Some of the expanded rebate options that are being considered include: commercial toilet,
commercial free fixture swap, water meters, smart sensors, drought tolerant plants, drip irrigation retrofit, xeriscape retrofit.

**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

- The Task Force will generate an annual program report that includes the following metrics:
  - Number of gallons saved (annual and cumulative yearly savings)
  - Number and type of water saving fixtures/products installed
  - Number of rebate/incentive program participants
  - Number of landscapes certified as Trout-Friendly

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

- Conduct Trout-Friendly site visits with homeowners, business, and HOA’s to certify properties and work with local landscaping companies on partnership opportunities (May 2021 - October 2021)
- Secure funding for expanded rebate options (July 2021)
- Finalize new rebates and launch new rebate opportunities (develop forms, update website, update outreach materials, etc.) (July - August 2021)
- Outreach to residents, businesses, HOA’s, property managers, developers, etc. regarding new incentives (direct email, phone calls, and presentations) (August - ongoing)
- Marketing Campaign (ads, videos, newsletters, events, etc.) (Ongoing throughout the year)

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021
**Project Completion Date**

06/22/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

We anticipate operating the Big Sky Water Conservation program on an annual basis. Operating costs and rebate incentives will be reduced over time as more individuals engage with the program. Once a water-efficient fixture is installed the water savings will be realized for the life of the fixture.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

- Big Sky Sustainable Watershed Stewardship Plan
- Gallatin River Task Force Strategic Plan FY22-25
- Big Sky Water Conservation Plan (draft document, anticipated completion Fall 2021)

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Support independently-owned small businesses
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Support high-quality community & emergency services - Water Conservation supports our local public water systems by putting less strain on infrastructure and reducing operating & maintenance costs.
Support independently-owned small businesses - Expansion of the Water Conservation Program will make rebates and incentives available for small businesses and reduce their water and sewer costs.

Protect wildlife habitat & natural resources - Protects in-stream flows and supports healthy fisheries and wildlife habitat.

Protect & enhance our water resources - Water conservation diverts less water from rivers, streams, and groundwater aquifers and creates less polluted runoff (landscape applications).

Work to become a sustainable & resilient community - Water conservation supports a sustainable and resilient community by encouraging all community members to use less water and energy resources which will strengthen our resilience to drought and other natural disasters like wildlife.

**Population Served**

_The District will evaluate this project based on its ability to serve segments that have a demonstrated need._

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served**

How many people will this project serve?

3000

**Measuring People Served**

How do you plan to track or measure the number of people served?

We track the number of rebate participants and certified Trout-Friendly landscapes via a spreadsheet that is updated on a weekly basis. The spreadsheet is utilized at the end of the year to develop an annual program report. We also track the number of education events that engage the community in water conservation education and metrics like social media clicks on digital ads related to water conservation.
**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

3000

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

The Water Conservation program includes an integrated marketing and outreach plan that touches nearly every aspect of our community. We highlight the program’s growth in our Annual Report; we market the rebate program weekly through social media and local newspapers; we engage farmers’ market participants with educational materials and free water-efficient fixture samples; and we plan on co-hosting a speaker series focused on trout-friendly demonstration gardens and native landscaping.

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner:* An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**
How many partners do you have on this project? If none, enter 0.

14

**Partner List**
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario:* The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

- Public Water Systems (YC, SP, BSCWSD, Firelight, Ophir School) - data collection, Water Conservation Plan, outreach
- BSCO & GISA - education and outreach; Crail Ranch Demonstration Garden
- City of Bozeman - technical support and training
- DNRC - funding for Water Conservation Plan
- Wildwood, Big Sky Landscaping, Paso Irrigation - Trout Friendly partners
- Big Sky Sustainability Network Org - education & outreach
- EPA WaterSense - government partner
**Infrastructure (Development and Construction)**

**Infrastructure**
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
*Large Scale: Over $100,000*

No

**Application Verification**
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**
Emily O'Connor
Requesting part of the funds for upgrading the dasher board system used in the BSSHA ice rink. The upgrade will enhance safety, lower costs, and provide our rink with additional participation options for our youth hockey teams and for drawing higher level adult teams to our Community.

Matching Funds & Financial Sustainability

FY22
- Grants, 25%
- Resort Tax, 50%
- Private Donations, 25%

FY23 & FY24
Sponsor did not provide future data

Results in future operating and maintenance costs? YES

Partnerships
1 Partner

Demonstrated Need
3,000 People Served  1,000 Locals Served

Articulates Long-Term Vision
The replacement dasher boards should have a useful life of at least 20-25 years (unlike the existing boards, which likely will need replacement in 13 years). Supplemental planning documents: None

Consistent with Community Strategies
Improve and maintain infrastructure, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Provide all-season recreational opportunities, Improve & develop new park spaces & gathering spaces, Work to become a sustainable & resilient community

Quality of Proposal
Goals*: Improved safety, reduced costs from needing less labor, extending the useful life of our dasher boards, making our youth teams eligible to participate in leagues and to host tournaments, creating the capability of safely hosting higher level exhibition games, reducing the costs associated with providing and maintaining rink banners

Metrics*: Life of boards, future vs past labor costs, number of sponsor banners replaced

Milestones*: Milestone #1: Begin installation of the concrete slab by the BSCO and their contractors. Likely date: May 1, 2021.
Milestone #2: Completion of the concrete slab with brackets needed to securely anchor our new dasher boards. Likely Date: May 24, 2021. Milestone #3: Arrange for the purchase of the replacement board system, and send a deposit. Likely completion date: no later than July 15, 2021. Milestone #4: Replacement board system is manufactured and ready for delivery. Likely completion date: No later than November 1, 2021. Milestone #5: Installation of replacement board system. Likely completion date: No later than November 15, 2021. Milestone #6: Ice is made and 2021-22 season begins. Likely Date: Thanksgiving day, 2021.

*More detail provided in full application*
## APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
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<th>Score</th>
<th>Notes</th>
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<td>Community Participation</td>
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<td>Demonstrated Need</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Long lasting benefits.</td>
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### Scoring Focus

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<td>Planning</td>
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**Project Name as listed on Project Application:** Board Replacement Project

### Project Funding

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<th>FY22 (7/1/21-6/30/22)</th>
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<td>Other Public Funding</td>
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<tr>
<td>Private Donations</td>
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<td>Corporate Donations &amp; Sponsorships</td>
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<tr>
<td>Grants</td>
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<tr>
<td>Events</td>
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<td>Dues, Fees, Membership, Sales</td>
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<td>$</td>
<td>$</td>
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<td>COVID-19 Relief</td>
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<td>$</td>
<td>$</td>
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<tr>
<td>Other*</td>
<td>$</td>
<td>$</td>
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<tr>
<td><strong>Total</strong></td>
<td>$79,500.00</td>
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### Project Expenses FY22

#### Project and Programming (Direct)

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<tr>
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<th>RT Request</th>
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<tr>
<td>Contract Services</td>
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<td>Property Acquisition</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
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<td>Materials and Supplies</td>
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<td>$</td>
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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
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<td>$</td>
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<tr>
<td>Other*</td>
<td>$</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$79,500.00</td>
<td>$</td>
</tr>
</tbody>
</table>

#### Core Operations (Indirect)

|                      | $              | $          |
| Payroll and Benefits | $              | $          |
| Rent and Mortgage    | $              | $          |
| **Subtotal**         | $              | $          |

#### Additional Operations (Indirect)

|                      | $              | $          |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | $          | $          |
| Marketing, Advertising, and Communications | $          | $          |
| Memberships (Industry and Trade Organizations) | $          | $          |
| Office Expenses      | $              | $          |
| Repairs and Maintenance | $          | $          |
| Sponsors             | $              | $          |
| Travel & Training    | $              | $          |
| Other**              | $              | $          |
| **Subtotal**         | $              | $          |

**Total** $79,500.00 $ - $  

---

*Other-Direct Project Expenses: The contract price includes shipping and the new boards.

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Board Replacement Project

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$39,750.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

We seek one half of the costs to replace our existing dasher board system. Without that funding, we will be unable to complete an important component of a joint project with the BSCO to create a specially designed concrete slab for our rink base (BSCO is paying most of the costs). The new dasher board system will be safer than the existing system because (1) they can be securely attached to brackets built into the new concrete slab, (2) they have greater flexibility/give, which helps protect players when they are checked into the boards. This is an essential safety feature if we are to draw high level exhibition games or have local adult players participate in a multi-state league with other ski resorts in the West. This will also reduce rink labor costs since the brackets will make it much easier to set up and properly align the boards. Also, will be able to cover our sponsor banners with plexiglass, which will reduce the costs involved in replacing those which are damaged.

Category*
Please select the category that best pertains to this project.

Recreation & Conservation

Comment: Changed from Economic Development to Recreation & Conservation following conversation with Gary.

Additional Information*
What additional information would you like to share with the District regarding this project?

Our existing boards are deteriorating and likely will need replacement in 2-3 years. We would be replacing them, with a higher quality, safer set with a predicted useful life of 20-25 years. The timing for this is especially good this year because the quoted cost is lower than quotes obtained in other years (possibly due to lack of demand because of COVID?). As a result, we believe that buying them now will save the BSSHA
money in the long run. The current boards do not meet the requirements of the Amateur Hockey Assn of the U.S. (AHAUS) which makes our rink ineligible to host home games or tournaments involving our youth hockey teams, preventing them from participating in leagues. In summary, we believe this project will save BSSHA money, both short and long-term, improve safety, provide a much higher quality set of boards which will enhance our ability to bring higher level teams to our rink, and create better competitive options for our youth hockey teams.

**Community Messaging**
*Please provide a brief (1-2 sentence) description of this project for community messaging purposes.*

Resort Tax will provide part of the funds for upgrading the dasher board system used in the BSSHA rink. The upgrade will enhance safety, lower costs, and provide our rink with additional participation options for our youth hockey teams and for drawing higher level adult teams to our Community.

**Forecasting Accuracy**
*In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.*

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

**Financial Sustainability, Reliance, Matching Funds**
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

BSSHA Budget for Board Replacement Project FY22.pdf
Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

Yes. The BSCO is an organization sponsored by Resort Tax and this project is part of, or certainly related to, a rink improvement plan to be completed by the BSCO. Specifically, the BSCO project includes encasing the BSSHAs refrigeration pipes in a specially engineered concrete slab project. Though the BSCO is paying most of the cost, the BSSHAs previously made a significant financial contribution to the costs of design and construction of the concrete slab. The new slab is designed to accommodate installation/use of a more professional quality set of dasher boards than currently used by the BSSHAs and is the subject of the Project. Overall, the concrete slab project and the Replacement Board project will increase the BSCO’s options for using our rink area in the off-season and, in that sense, will benefit them. Also, if we merge with the BSCO, the replacement boards will become their property.

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Yes. There will always be some costs involved with owning, installing, and taking down dasher boards from a rink. Nonetheless, the replacement boards will actually reduce costs in both the short and long-term. Less labor will be required to set up and take down the boards at the beginning or end of the season. Also, the existing boards will be worn out in 2-3 years and by funding this project, BSSHAs will end up with a new set that is not likely to need replacement for 20-25 years.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

BSSHAs is more likely to obtain other financial support for this project if Resort Tax approves this project funding request. We’ve concluded that Resort Tax approval helps us persuade other potential donors that our proposals are worth supporting. Also, once we have commitments for a significant percentage of funding needed for a project, other potential donors are more likely to make contributions in order to assure that we complete our funding goal.
Quality of Proposal

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Outcomes particular to a replacement dasher board system include (1) improved safety from having more flexible dasher boards which can be securely secured to anchors/attachments built into the concrete; (2) reduced costs from needing less labor to install or take down the boards each season; (3) extending the useful life of our dasher boards from the current 2-3 years to 20-25 years, (4) making our youth teams eligible to participate in leagues and to host tournaments because we have AHAUS approved boards; (5) creating the capability of safely hosting higher level exhibition games; (6) reducing the costs associated with providing and maintaining rink banners which recognize the gifts of major sponsors.

Metrics*

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

We can determine whether the actual useful life of the new boards turns out to be the same as predicted, but it will take years to do that. We can compare future and past labor costs for set up and take down of our dasher boards. We could measure many board sponsor banners had to be replaced because of damage from pucks. Becoming AHAUS qualified for tournaments simply requires a review of the AHAUS regulations.

Milestones*

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

*Milestone #1: Begin installation of the concrete slab by the BSCO and their contractors. Likely date: May 1, 2021.

Milestone #2: Completion of the concrete slab with brackets needed to securely anchor our new dasher boards. Likely Date: May 24, 2021.

Milestone #3: Arrange for the purchase of the replacement board system, and send a deposit. Likely completion date: no later than July 15, 2021.

Milestone #4: Replacement board system is manufactured and ready for delivery. Likely completion date: No later than November 1, 2021

Milestone #5: Installation of replacement board system. Likely completion date: No later than November 15, 2021.

Milestone #6: Ice is made and 2021-22 season begins: Likely Date: Thanksgiving day, 2021.
**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

11/25/2021

**Longevity of Project**

What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span.

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

The replacement dasher boards should have a useful life of at least 20-25 years (unlike the existing boards, which likely will need replacement in 1-3 years).

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No.

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Provide all-season recreational opportunities
- Improve & develop new park spaces & gathering spaces
- Work to become a sustainable & resilient community
Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

A better and safer board system will serve recreation in Big Sky, both for locals and visitors who participate in ice sports, and also by creating additional activity and events in the Town Center (e.g. exhibition hockey games). By having AHAUS approved dasher boards, we will have the potential to draw people to Big Sky to attend league hockey games and/or tournaments along with those who accompany them. A better rink with better facilities and more attractions will draw more people to Big Sky and the Town Center, thereby enhancing its DNA as a destination/visitor economy and also supporting local businesses. It will also improve the capabilities of the Town Center Park, creating additional recreational options for the rink space. In fact, because the new boards will be so easy to put in place and take down, it is even possible for the BSSHA or BSCO to host an ice show during the Summer.

Population Served
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

People Served*
How many people will this project serve?

3000

Measuring People Served*
How do you plan to track or measure the number of people served?

We will track the number of people who sign up for our formal programs (e.g. youth hockey, curling, broomball, etc.). We do not feel it makes sense to have a person at the rink throughout the date and, as a result, can only estimate the number who use it during open skating or informal hockey. Making our rink eligible for AHAUS sanctioned events is another measure of our progress. We can also measure the number of exhibition games and clinics which take place at our rink.
Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

1000

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

We encourage as many people as possible to use our rink or participate in our programs and thereby gain an appreciation of our rink. Letters to past and potential donors soliciting donations usually include information which will inform them of our operational success and growth. We believe that, each year, this strategy helps our organization build upon what we have created (with the financial help of many supporters, including Resort Tax) and helps add to our financial support base.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

1

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

Your definition of a "Partner" includes any organization providing "funding" to achieve the project goals. If Resort Tax grants this request, they will fall within that definition and be our funding "partner". We expect that many of the businesses, individuals, and foundations who have supported us in the past will provide part of the funding for board replacement and, thus, will be "partners" in our operation as well.

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Gary Hermann
Our Watershed Monitoring and Analysis project collects, analyzes and disseminates water quality and quantity data to guide our programmatic priorities that will be most effective to protect, restore and manage our local rivers and drinking water aquifers.

**Quality of Proposal**

**Goals**: Goals for FY22: 1) To determine if and where algae growth reaches nuisance levels in the Upper Gallatin and its tributaries and if nutrient levels are above state standards to guide future restoration project priorities and management actions, 2) to obtain accurate streamflows on the Upper Gallatin River so that we can better understand how Big Sky water withdrawals, wastewater reuse options, and climate affect streamflows, 3) determine whether algae growth has impacted aquatic insects.

Outcomes for FY22: Data that will allow for the most efficient and effective programs/projects to address water quality and water quantity problems in the Upper Gallatin.

Deliverables for FY22: 1) credible scientific data to guide water and wastewater management, 2) an annual public report, 3) a technical report, 4) real-time streamflow and water temperature available online for Upper Deer Creek stream gauge.

**Metrics**: 1) the # of credible data points collected compared to our sampling plan, 2) # of volunteers engaged in the data collection, and 3) increase in the # of public engaged in associated communication materials, and 4) milestones achieved.

**Milestones**:
- June 8, July 6, August 2-6, September 7-10, October 5: Nutrient/algae monitoring events
- Mid-September: Aquatic insect collection
- December: Aquatic insect reporting
- Early August: Aerial algae photos collected at 6 sites
- Jan/Feb 2022: Data analyzed and main findings summarized:

<table>
<thead>
<tr>
<th>Partnerships</th>
<th>Demonstrated Need</th>
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</thead>
<tbody>
<tr>
<td>8 partners</td>
<td>3000 People Served</td>
</tr>
</tbody>
</table>

**Articulates Long-Term Vision**

Data needs to be collected annually


**Consistent with Community Strategies**

Improve and maintain infrastructure, Support high-quality community & emergency services, Preserve & enhance public access to public lands & waterways, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
## APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<td>Community Participation</td>
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<td>Track Record</td>
<td>Efficiency</td>
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<td>Contract Compliance</td>
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<td>Core Operations Ratio</td>
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<td>Demonstrated Need</td>
<td>Efficiency</td>
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<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
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<td>5</td>
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<td></td>
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<td></td>
<td>Project application does not outline clear path to achieve long-term goals. Application does not provide milestones and deliverables that benefit community</td>
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<td>Consistent with Community Strategies</td>
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<td>Planning</td>
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## Project Funding

<table>
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<th>Cash only, not including In-Kind</th>
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<tr>
<td><strong>Resort Tax</strong></td>
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<td><strong>Other Public Funding</strong></td>
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<td><strong>Private Donations</strong></td>
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<td><strong>Corporate Donations &amp; Sponsorships</strong></td>
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<td><strong>Grants</strong></td>
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<td><strong>Events</strong></td>
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<td><strong>Dues, Fees, Membership, Sales</strong></td>
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<tr>
<td><strong>COVID-19 Relief</strong></td>
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<tr>
<td><em><em>Other</em> (Campaign reserves)</em>*</td>
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<td><strong>Total</strong></td>
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## Project Expenses FY22

<table>
<thead>
<tr>
<th>Project and Programing (Direct)</th>
<th>Project Budget</th>
<th>RT Request</th>
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<tr>
<td><strong>Contract Services</strong></td>
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<td>$7,000.00</td>
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<tr>
<td><strong>Property Acquisition</strong></td>
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<tr>
<td><strong>Marketing, Advertising, and Communications</strong></td>
<td>$2,000.00</td>
<td>$2,000.00</td>
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<tr>
<td><strong>Materials and Supplies</strong></td>
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<td>$3,000.00</td>
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<tr>
<td><strong>Repairs and Maintenance</strong></td>
<td>$2,000.00</td>
<td>$2,000.00</td>
</tr>
<tr>
<td><strong>Scholarships and Financial Assistance</strong></td>
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<tr>
<td><strong>Travel</strong></td>
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<td><strong>Direct Payroll and Benefits</strong></td>
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<tr>
<td><strong>Payroll and Benefits</strong></td>
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<tr>
<td><strong>Rent and Mortgage</strong></td>
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<td><strong>Subtotal</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Additional Operations (Indirect)</th>
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</thead>
<tbody>
<tr>
<td><strong>Contract Services</strong></td>
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<tr>
<td><strong>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</strong></td>
</tr>
<tr>
<td><strong>Marketing, Advertising, and Communications</strong></td>
</tr>
<tr>
<td><strong>Memberships (Industry and Trade Organizations)</strong></td>
</tr>
<tr>
<td><strong>Office Expenses</strong></td>
</tr>
<tr>
<td><strong>Repairs and Maintenance</strong></td>
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<tr>
<td><strong>Sponsorships</strong></td>
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<tr>
<td><strong>Travel &amp; Training</strong></td>
</tr>
<tr>
<td><strong>Other</strong></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

*Payroll and Benefits*-Including, taxes, workers comp, and unemployment  
*Rent and Mortgage*-Including utilities, taxes, HOA fees, and property insurance  
*Office Expenses*-Including uniforms, postage, supplies, and subscriptions

**Other-Direct Project Expenses:**

**Other-Additional Operational Expenses:**
Project Overview

**Project Name**
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

- Watershed Monitoring and Analysis

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?

- $38,008.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

- If Resort Tax funding were not awarded, we would attempt to find other sources of funding to fill in the gap as our water monitoring data is the foundation to develop our project priorities and guide water management across the Big Sky community.

**Category**
Please select the category that best pertains to this project.

- Recreation & Conservation

**Additional Information**
What additional information would you like to share with the District regarding this project?

- Our water data is critical to manage water resources in Big Sky and is continually being requested and used by local, regional and state entities to guide water and wastewater management. Forecasting expenses for this program may be off due to unforeseen events that impact water quality or quantity.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

- Our Watershed Monitoring and Analysis project collects, analyzes and disseminates water quality and quantity data to guide our programmatic priorities that will be most effective to protect, restore and manage our local rivers and drinking water aquifers.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$38,008.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$23,500.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Watershed Monitoring Project Budget_Application.xlsx

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No
Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

No

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

We are continuously seeking outside grants to fund our project work and if such a grant opportunity arises, we would appreciate a letter of support.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Goals for FY22: 1) To determine if and where algae growth reaches nuisance levels in the Upper Gallatin and its tributaries and if nutrient levels are above state standards to guide future restoration project priorities and management actions, 2) to obtain accurate streamflows on the Upper Gallatin River so that we can better understand how Big Sky water withdrawals, wastewater reuse options, and climate affect streamflows, 3) determine whether algae growth has impacted aquatic insects.

Outcomes for FY22: Data that will allow for the most efficient and effective programs/projects to address water quality and water quantity problems in the Upper Gallatin.

Deliverables for FY22: 1) credible scientific data to guide water and wastewater management, 2) an annual public report, 3) a technical report, 4) real-time streamflow and water temperature available online for Upper Deer Creek stream gauge.
**Metrics**

Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

The metrics we will use to measure success will be 1) the # of credible data points collected compared to our sampling plan, 2) # of volunteers engaged in the data collection, and 3) increase in the # of public engaged in associated communication materials, and 4) milestones achieved.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

- June 8, July 6, August 2-6, September 7-10, October 5: Nutrient/algae monitoring events
- Mid-September: Aquatic insect collection
- December: Aquatic insect reporting
- Early August: Aerial algae photos collected at 6 sites
- Jan/Feb 2022: Data analyzed and main findings summarized:
- March/April 2022: Water quality report published
- May: Outreach to community on results through print and digital media channels
- Late May/early June 2022: Peak streamflow monitoring event

**Articulates Long-Term Vision**

*Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.*

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

06/18/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*
Our water data does not have a lifespan; however, it does need to be collected on an annual basis to capture impacts from community growth and climate change and the success of our restoration projects and management actions.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

- Gallatin River Task Force Strategic Plan, FY22-25
- Big Sky Sustainable Watershed Stewardship Plan

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Support high-quality community & emergency services
- Preserve & enhance public access to public lands & waterways
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Our data provides critical information to guide our organization and other community partners to move forward strategies within the Our Big Sky Plan.

- Improve and maintain infrastructure: Our data informs planning for wastewater recycling options for both the Gallatin Canyon Water and Sewer District, the BSWSD

- Support high-quality community & emergency services: We are working on a water shortage response that relies on our water quantity data.

- Preserve & enhance public access to public lands & waterways: Our data informs priorities for our river access improvement project priorities in the Gallatin corridor.
Protect wildlife habitat & natural resources: Our data informs our stream restoration project priorities.

Protect & enhance our water resources: Our data informs our project priorities to protect and enhance our water resources.

Work to become a sustainable & resilient community: Our data informs our water conservation program priorities to build water supply resiliency.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served**
How many people will this project serve?

3000

**Measuring People Served**
How do you plan to track or measure the number of people served?

We will keep track of population and visitor estimations from the Big Sky Chamber

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

3000
**Community Outreach**

Please explain any community outreach or engagement that has taken place or is planned with this project.

Watershed monitoring is a primary volunteer opportunity we provide each year, giving people a hands-on water quality education. We promote these opportunities extensively on our social media, email marketing, and website platforms. We also produce a Water Quality Report that is distributed to donors, partners, and community stakeholders based on the results of this monitoring effort. We summarize our annual findings and implications in an article in Explore Big Sky and our newsletter.

---

**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner:* An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

8

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

- MT Department of Environmental Quality: project oversight, funding, expertise, field assistance
- US Geological Survey: funding and project oversight
- Montana State University: time and expertise
- Big Sky Watershed Corps Program: field assistance
- MT Bureau of Mines and Geology: field assistance and expertise
- SIMMS: funding
- Yellowstone Ecological Research Center: field assistance
- Gallatin Local Water Quality District: time, data, and expertise

---

**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No
Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Kristin Gardner
In order to assure that the BSSHA’s ice rink and program are kept affordable for the Community, we request Resort Tax funds to help with operating costs.

**Quality of Proposal**

**Goals**: The goal of the Operation Funds Assistance Project is to provide some of the money needed to operate our rink.

**Metrics**: Tapping into reserve, fundraising, donations, grant, and user revenue.

**Milestones**: None

*More detail provided in full application*

**Partnerships**

0 Partners

**Demonstrated Need**

3,000 People Served 1,000 Locals Served

**Articulates Long-Term Vision**

We presume that, like most ice rinks in the U.S., we will continue to need some financial assistance with our operations in future years.

**Supplemental planning documents**: None

**Consistent with Community Strategies**

Improve and maintain infrastructure, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Provide all-season recreational opportunities, Improve & develop new park spaces & gathering spaces, Work to become a sustainable & resilient community

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*

Results in future operating and maintenance costs? NO
## Application Score

<table>
<thead>
<tr>
<th>Criteria</th>
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<th>Notes</th>
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<tr>
<td><strong>SPONSOR</strong></td>
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<td>Community Participation</td>
<td>Collaboration</td>
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<td>5</td>
<td>Great attendance and volunteer numbers.</td>
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<td>Efficiency</td>
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<td>Core Operations Ratio</td>
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<tr>
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<td>10</td>
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<td>Planning</td>
<td>10</td>
<td>5</td>
<td>Project has 1 year life span. Project application does not outline clear path to achieve long-term goals.</td>
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<td>Financial Sustainability</td>
<td>Planning</td>
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## Project Funding

**Cash only, not including In-Kind**

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## Project Expenses FY22

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<tr>
<th>Project and Programming (Direct)</th>
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<tr>
<td>Contract Services</td>
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<td>Property Acquisition</td>
<td>$ -</td>
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<td>Marketing, Advertising, and Communications</td>
<td>$ -</td>
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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>Travel</td>
<td>$ -</td>
<td>$ -</td>
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<td>Other*</td>
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<td><strong>Subtotal</strong></td>
<td>$81,050.00</td>
<td>$34,980.00</td>
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### Core Operations (Indirect)

- Payroll and Benefits: $ -  
- Rent and Mortgage: $ -  
- **Subtotal**: $ -

### Additional Operations (Indirect)

- Contract Services: $ -  
- Insurance (Liability, D&O, Vehicle, Umbrella, etc): $2,500.00  
- Marketing, Advertising, and Communications: $3,450.00  
- Memberships (Industry and Trade Organizations): $450.00  
- Office Expenses: $ -  
- Repairs and Maintenance: $ -  
- Sponsorships: $ -  
- Travel & Training: $ -  
- **Other***: $6,400.00  
- **Subtotal**: $6,400.00  
- **Total**: $87,450.00  

---

*Other-Direct Project Expenses: *

**Other-Additional Operational Expenses: *
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Operating Funds Assistance Project

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$34,980.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

If the project funding is not awarded, 40% of our operating budget will not be funded. As a result, we will likely have an operating deficit, forcing us to dissipate our financial reserves which we believe are important to maintain and increase, both to assure continued operation in the event of unexpected financial circumstances and to replace or refurbish rink improvements and equipment over time. It is possible that we can make that up through our other fundraising efforts but, unfortunately, a major part of the funds raised last year came from a special COVID grant from the State of Montana and from several major donors who were persuaded to make special gifts because of the financial challenges we expected due to COVID. In fact, a number of businesses and foundations who normally support us could not do so last year and we do not know to what extent we will be able to gain their support this year.

Category*
Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?

The BSSHA, in order to keep our rink and programs affordable for users, has deliberately kept our admission and program fees low. As a result, user/program fees provide less than 20% of our costs to operate. With help from Resort Tax, we’ve met this financial challenge by adding significant revenue through our private fundraising efforts and have also continued to pursue measures to keep our costs as low as possible. This year, we have reduced our request for operating assistance by more than 50% from last year (down from $67,300 to $34,900) and the requested amount is for only 40% of our FY 22 operation expense budget. The rest of our operating budget funds will come from other sources.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

In order to assure that the BSSHA’s ice rink and program are kept affordable for the Community, Resort Tax is providing a grant to help them with operating costs.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$40,000.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$42,000.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
  BSSHA Budget for Operating Funds Assistance Project FY22.pdf

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No
**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Not Applicable.

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

When Resort Tax grants us money for operating expenses and special projects, it tells potential donors that an important government body believes in our mission and considers us worth funding. That makes it easier for us to persuade others to financially support us.

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The goal of the Operation Funds Assistance Project is to provide some of the money needed to operate our rink. Our fees and charges to user are intentionally kept low to encourage participation, and we will need to cover approximately 40% or our operating budget. Our goal, with this project grant, and money raised from donors and program fees, is to have enough money to successfully operate in FY22 without incurring a deficit.
Metrics

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

The main metric is whether we can avoid operating at a deficit and not have to tap into our financial reserves. Related to that is how much money we obtain from other sources, either donations, grants, and user fees.

Milestones

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

There are none except that we will likely start to draw operating money from the project shortly after rink set-up in November 2021 and continue to draw money during the course of the season and, possibly, a few months after that.

Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

Project Start Date

12/01/2021

Project Completion Date

05/31/2021

Longevity of Project

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

We presume that, like most ice rinks in the U.S., we will continue to need some financial assistance with our operations in future years. Having said that, our goal as an organization is to do what we can to raise revenues, and continue to pursue our private fundraising efforts in the hopes of reducing and, ultimately, eliminating the need for financial assistance from Resort Tax.
**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No, although our overall plans can be easily determined by reading our Resort Tax Applications over-the-years. We started in 2010 with no assets whatsoever but, over time, have progressed from acquiring some basic equipment for an ice rink and programs to acquiring much of the basic infrastructure of first class rink. We continue to seek improvements while supporting our programs.

**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Provide all-season recreational opportunities
- Improve & develop new park spaces & gathering spaces
- Work to become a sustainable & resilient community

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

The requested funding will enable the BSSHA to successfully operate their rink for the 2021-22 season, with full operating hours and refrigeration, and without reducing the financial reserves we will need for operating contingencies and capital needs over time. Our overall strategy has both short-term and long-term goals: (1) To set a realistic and responsible budget for revenues and expenses, and then ask Resort Tax to support the projected deficit, and (2) To raise as much money as possible through private fundraising and foundations and, in those years in which we exceed projections, to add to reserves that will be needed to eventually refurbish or replace rink improvements or equipment reaching the end of their useful life. By continuing to develop a proper reserve for replacement or refurbishment of rink improvements and equipment, we will reduce the need for help from Resort Tax in the future.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.
**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Children/Families
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

**People Served**
How many people will this project serve?

3000

**Measuring People Served**
How do you plan to track or measure the number of people served?

We will continue to keep track of the number of people who sign up for our formal programs (e.g. youth hockey, curling, broomball, etc.). We do not feel it makes sense to have a person at the rink throughout the date and, as a result, can only estimate the number who use it during open skating or informal hockey.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

1000

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

We encourage as many people as possible to use our rink or in our programs and, from that, appreciate our operation. When we send letters to past and potential donors soliciting donations, we usually include information which will help them appreciate our operational success and growth. We believe that, each year, this strategy helps our organization build upon what we have created (with the financial help of many supporters, including Resort Tax) and helps add to our financial support base.

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.
Number of Partners*
How many partners do you have on this project? If none, enter 0.

1

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

Your definition of a “Partner” includes any organization providing “funding” to achieve the project goals. If Resort Tax grants this request, they will fall within that definition and be our funding “partner”. We expect that many of the businesses, individuals, and foundations which have supported us in the past will also be "partners" in our operations funding as well. There is insufficient space to list them all, but the largest are on a schedule attached to our IRS Form 990,

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No

Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Gary Hermann
Middle Fork West Fork Restoration encompasses a series of projects that will improve the water quality, habitat, and wetland conditions of the Middle Fork West Fork Gallatin River, a stream running through the center of Big Sky, that currently does not meet state water quality standards.

Matching Funds & Financial Sustainability

FY22

- Resort Tax: 52%
- Private Donations: 11%
- Events: 11%
- Private: 25%

FY23

- Resort Tax: 51%
- Private Donations: 10%
- Events: 10%

FY24

- Resort Tax: 51%
- Private Donations: 15%
- Events: 15%

Results in future operating and maintenance costs? NO

Quality of Proposal

Goals*: Address Middle Fork West Fork Gallatin River water quality impairments including sediment, nutrients, and alteration in stream-side vegetation covers.

Metrics*: feet/miles of stream improved; acres made more resilient; number of in-channel habitat improvements, number of volunteers and stakeholders engaged, square feet/ acres of riparian buffer enhancement, sediment load reduction.

Project 5 Milestones: Planning, Design, Permitting (May - August 2021)

*More detail provided in full application*

Partnerships

6 partners

Demonstrated Need

3,000 People Served 3,000 Locals Served

Articulates Long-Term Vision

The typical lifespan of a stream restoration project is 50-100 years. This is subject to longevity of materials, success of vegetation establishment, environmental conditions, and the dynamic nature of rivers.

Supplemental planning documents: Big Sky Sustainable Watershed Stewardship Plan, Middle Fork West Fork Restoration Project Plan, 2018 Big Sky Wetland and Riparian Mapping, Gallatin River Task Force Strategic Plan FY22-25

Consistent with Community Strategies

Expand & enhance pathways & trail connections, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage

Additional Op, 0%
Core Operations, 0%
Project & Programming, 100%

Indirect, 0%
Direct, 100%
### APPLICATION SCORE

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### Scoring Focus

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### Project Funding

**Cash only, not including In-Kind**

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<th>Private Donations</th>
<th>Corporate Donations &amp; Sponsorships</th>
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<th>COVID-19 Relief</th>
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### Project Expenses FY22

#### Project and Programing (Direct)

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<th>FY22 Budget</th>
<th>FY22 RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
<td>$32,000.00</td>
<td>$17,000.00</td>
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<tr>
<td>Property Acquisition</td>
<td>$</td>
<td>$</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$1,500.00</td>
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<td>Materials and Supplies</td>
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<tr>
<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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#### Core Operations (Indirect)

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<td>Payroll and Benefits</td>
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<td>Rent and Mortgage</td>
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<td><strong>Subtotal</strong></td>
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#### Additional Operations (Indirect)

<table>
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<tr>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td>$34,765.00</td>
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**Payroll and Benefits**-Including taxes, workers comp, and unemployment

**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**-Including uniforms, postage, supplies, and subscriptions

---

*Other-Direct Project Expenses: Direct Payroll & Benefits

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Middle Fork Restoration Projects

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$34,765.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

If funding is received we will be able to implement Project 3 this fall and make significant progress in design and landowner coordination for Project 5. We have secured 50% of the costs for project 3 via a grant from the Montana Watershed Coordination Council and have secured 50% of design costs for Project 5. If funding is not awarded, we will seek alternative funding sources. That said, many of our funding sources are more likely to contribute when Resort Tax supports the project in some capacity. In particular, having final design plans by this fall could have a significant impact on our ability to secure MT DEQ 319 funding.

Category*
Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?

The Middle Fork West Fork Gallatin River Restoration Plan, developed in 2018, examined riparian areas and water quality improvement opportunities for the Middle Fork West Fork Gallatin River and recommended restoration projects in five discreet project areas. The Task Force is currently working on advancing Project 3 (downstream of Lake Levinsky) and Project 5 (Aspen Groves/Antler Ridge Open Space). One of our goals is to complete at least one on the ground restoration project each year. If we are able to complete Project 3 this fall we will meet that goal.

Resort Tax Request Detail:
- Middle Fork Project 3: $3,000 (project implementation)
- Middle Fork Project 5: $14,000 (design, permitting, bid docs, contractor selection)
- Marketing & Communications: $1,500
Direct Payroll/Benefit: $16,265

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Middle Fork West Fork Restoration encompasses a series of projects that will improve the water quality, habitat, and wetland conditions of the Middle Fork West Fork Gallatin River, a stream running through the center of Big Sky, that currently does not meet state water quality standards.

**Forecasting Accuracy**
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$84,680.60

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$55,344.20

**Financial Sustainability, Reliance, Matching Funds**
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
   Middle Fork Restoration Project Budget.pdf
**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

N/A

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

As previously noted, both funding support and letters of support from Resort Tax play a significant role in the Task Forces success in securing local, state, donor, and foundation support for restoration projects.

---

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

Goals: Address Middle Fork West Fork Gallatin River water quality impairments including sediment, nutrients, and alteration in stream-side vegetation covers.
Short-term Outcome: Improved water quality, wildlife habitat, and water storage.
Long-Term Outcome: Removal of the Middle Fork West Fork Gallatin River from the Montana Department of Environmental Quality’s Section 303(d) list of water bodies that do not meet water quality standards.
Deliverables: Project 3 - Completed stream restoration. Project 5 - Final design plans and permitting for implementation in FY23.

Metrics*

Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Upon completion of Project 3, the following metrics will be recorded: feet/miles of stream improved; acres made more resilient; number of in-channel habitat improvements, number of volunteers and stakeholders engaged.

Upon completion of Project 5, the following metrics will be recorded: feet/miles of stream improved, acres made more resilient, number of in-channel habitat improvements, square feet/acres of riparian buffer enhancement, sediment load reduction, number of volunteers and stakeholders engaged.

For both projects we will develop a monitoring report that includes: photo point monitoring of stream and streamside conditions before and after restoration and success of newly planted streamside vegetation.

Milestones*

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Project 3 Milestones
Planning, Design, Permitting (May - August 2021): a wetland delineation has been completed; we will work with Respec and Tout-Unlimited to finalize design plans; meet with landowners and project partners on-site to review design plans and implementation logistics; submit permit applications; execute landowner agreements; hire Montana Conservation Corps Crew to assist with project implementation; purchase materials and rent/borrow equipment for installation; work with BSCO on materials that can be sourced from the site in coordination with their trail project.

Implementation (September - October 2021): volunteer recruitment and coordination; stage materials and prep for implementation; one week of stream restoration work is anticipated which will include the installation of bioengineering structures (i.e. man made structures made out of natural materials that mimic natural processes such as beaver dam and wood accumulation in streams); photo documentation and outreach/education activities.

Post-Implementation (October 2021-As needed): continued monitoring and education/outreach activities.

Project 5 Milestones:
Planning, Design, Permitting (May - August 2021): a wetland delineation has been completed; landowner and stakeholder coordination is ongoing; we will work with Respec and Tout-Unlimited to finalize design plans; meet with landowners and project partners on-site to review design plans and implementation logistics; submit permit applications; execute landowner agreements; continuing fundraising for implementation which is anticipated for Summer/Fall 2022.
Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
06/15/2020

Project Completion Date*
10/15/2022

Longevity of Project*
What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span.

Using a fictitious scenario: The sidewalk is expected to last 80 years.

The typical lifespan of a stream restoration project is 50-100 years. This is subject to longevity of materials, success of vegetation establishment, environmental conditions, and the dynamic nature of rivers.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

- Big Sky Sustainable Watershed Stewardship Plan
- Middle Fork West Fork Restoration Project Plan
- 2018 Big Sky Wetland and Riparian Mapping
- Gallatin River Task Force Strategic Plan FY22-25

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.
Expand & enhance pathways & trail connections
Protect wildlife habitat & natural resources
Protect & enhance our water resources
Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Enhance pathways & trail connections - Project 3 will provide education opportunities adjacent to BSCO’s new Mountain to Meadow trail connection that is anticipated for construction Fall 2021. Interpretive signage and other educational events are planned for the area once construction is complete.

Protect wildlife habitat, natural resources, & water resources - The projects will reduce pollutant loading to the river, improve in-stream habitat, and improve overall wetland and natural resource conditions.

Work to become a sustainable & resilient community - The Middle Fork Projects will improve the communities resiliency to climate change and drought by reconnecting the river with it’s floodplain, expanding the potential for natural water storage in high-elevation meadows, and slowing the flow of water through the system.

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served**

How many people will this project serve?

3000
**Measuring People Served**

How do you plan to track or measure the number of people served?

Water quality improvements benefit everyone in the Big Sky Community. We will measure direct number of people served by recording volunteer participation, stakeholder participation, number of participants at education/outreach events, number of landowners adjacent to the Middle Fork West Fork who are participating in Trout-Friendly landscaping, etc.

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

3000

**Community Outreach**

Please explain any community outreach or engagement that has taken place or is planned with this project.

Education and outreach activities will target Big Sky residents, businesses, visitors, land developers, and community stakeholders. We will highlight projects while also building knowledge of local water quality issues and actions people can take including septic maintenance and Trout-Friendly Landscaping. We will implement in person education (i.e. site tours and volunteer days) and media campaigns (i.e. social media, newspaper articles; press release, website, blog, and e-newsletters.

**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

6

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

- Big Sky Resort - landowner; donations of in-kind labor and equipment
- Big Sky Community Organization - coordinating on education/outreach; sourcing materials from trail construction
- Trout Unlimited - technical assistance; potential grant funding
- Lone Mountain Ranch - coordinating on trails/public access and outreach
- Antler Ridge HOA - landowner; volunteer labor, materials donation, private donor fund
- Aspen Groves HOA - landowner, volunteer labor, materials donation, private donor fund
Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000

No

Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Emily O’Connor
The Gallatin Invasive Species Alliance’s Education and Outreach projects educate the public about invasive species, inspire the community to practice clean recreation and use native plants, and advocate for conservation practices to maintain ecological integrity and economic health of the community.

Matching

**FY22**
- Corporate Donations & Sponsorships: 68%
- Resort Tax: 32%

**FY23**
- Corporate Donations & Sponsorships: 69%
- Resort Tax: 31%
- Dues, Fees, Membership, Sales: 1%

**FY24**
- Corporate Donations & Sponsorships: 61%
- Resort Tax: 39%

Results in future operating and maintenance costs? **NO**

Quality of Proposal

**Goals**: 1. Promote “clean recreational habits” to interrupt recreation pathways of spread for invasive species. 2. Engage and educate the public about invasive species and their impacts on natural resources. 3. Inspire the community to appreciate and conserve native ecosystems. 4. Advocate for ecosystem services to maintain ecological and economic health of the community.

**Metrics**: Number of views of our billboards, impressions of print media, number of PR materials produced and disseminated, number of educational events held and people attending, measure the number of views of our trailhead signs, number kids’ kits disseminated, number of educational events held. Number of educational events held and people attending, number of informative hikes held and people attending, and number of public events attended. Quality of garden build and informative material produced, number of volunteers and hours.

**Milestones**: Annual report, events, and classes.

*More detail provided in full application*

Partnerships

- 42 partners

Demonstrated Need

- 202,175 People Served
- 3,000 Locals Served

Articulates Long-Term Vision

Invasive species is a threat that never goes away. The presence of noxious weeds is directly attributed to human activity, such as construction, recreation, and travel. The solution to effective invasive species prevention and management is educating both the individual and collective. Because of this, a proactive and sustained effort is needed to ensure Big Sky preserves its natural heritage and wildlife habitat that bring visitors to the area.

Supplemental planning documents: 2016 Strategic Plan

Core Operations Ratio

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
Consistent with Community Strategies

Embrace Big Sky's DNA as a destination, born out of a visitor economy, Preserve & enhance public access to public lands & waterways, Improve & develop new park spaces & gathering spaces, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

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**OVERALL TOTAL**

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### Project Funding

**Cash only, not including In-Kind**

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### Project Expenses FY22

#### Project and Programming (Direct)

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#### Core Operations (Indirect)

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<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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#### Total

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<td><strong>Office Expenses</strong>-Including uniforms, postage, supplies, and subscriptions</td>
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</table>

**Other-Direct Project Expenses:** Educational events at Crail Ranch Native Demonstration Garden

**Other-Additional Operational Expenses:**

**NOTE:** The Alliance will be using half of our reserves (est at $11K) for remaining FY 21. We are planning to bank almost all 2021/22 fundraising to rebuild reserves to the extent possible, which means that proceeds from donations, events, and sales will not contribute to operating costs for the near future.
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Education & Outreach

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$32,900.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

The Alliance will utilize our remaining reserve funds to keep the organization solvent and ensure existing grant commitments are honored. Continuing to maintain Crail Gardens would be a priority. Once reserve funds are exhausted, contracted staff will be furloughed.

Without staff, we will be unable to pursue additional grant funding and existing annual projects will be terminated. Our momentum with obtaining education and outreach grants would be halted, perhaps causing irreparable harm as good “track records” are important.

Without reserves, the Alliance may have to close permanently.

Most grants related to invasive species pay for little to no staff time, thus baseline resort tax funding is essential to enable us to pursue funding for Education and Outreach efforts.

We are a local organization working to conserve “our backyard” to the benefit of the entire community, and continued resort tax funding is critical to maintain the solvency of our organization.

Category*
Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?
Our Education and Outreach projects educate the public, inspire the community, and advocate for conservation practices that maintain ecological integrity and economic health of the community.

- Recreationists learn how protect land and water resources via nationally recognized clean recreation campaigns: PlayCleanGo and Clean.Drain.Dry.

- Local youth benefit from learning about the natural world around them and how to minimize our inevitable impacts on it.

- Businesses benefit from our educational resources by implementing best management practices to prevent invasive species spread.

- Visitors are made aware of the threat of invasive species, learn about clean recreation practices, and are inspired by the community’s commitment to stewardship.

- Our website provides an array of educational materials; BMPs for invasive plants, species specific recommendations, tips for do-it-yourselfers, sustainable landscaping practices, links to additional resources, and much more.

**Community Messaging**

Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Gallatin Invasive Species Alliance’s Education and Outreach projects educate the public about invasive species, inspire the community to practice clean recreation and use native plants, and advocate for conservation practices to maintain ecological integrity and economic health of the community.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$37,755.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$40,206.00
Financial Sustainability, Reliance, Matching Funds

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

   Project Budget_Application_GISA_Educaiton&Outreach.xlsx

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

   No

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

   No

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

   NA

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

   The Alliance would welcome RT help in securing additional funding from foundations and state agencies and organizations via letters of support and sharing any additional revenue sources they may be aware of.
Quality of Proposal

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*

What are the goals, outcomes, or deliverables of this project?

Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Goals:
1. Promote “clean recreational habits” to interrupt recreation pathways of spread for invasive species.
2. Engage and educate the public about invasive species and their impacts on natural resources.
3. Inspire the community to appreciate and conserve native ecosystems.
4. Advocate for ecosystem services to maintain ecological and economic health of the community.

Outcomes:
1. Increased awareness of and adoption of clean recreation practices.
2. Increased awareness of invasive species and the threats they pose resulting in individual and collective action to prevent and stop the spread.
3. The community is educated about the threats of invasive species and actions they can take to prevent and stop the spread.
4. More landscapes are filled with native plants!

Deliverables: Educational materials created & distributed, people engaged at events, guided hikes, and Farmers Market, and an inspiring destination garden.

Metrics*

Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Metrics:
1. Clean Recreation project:
   a. Clean.Drain.Dry – measure the number of views of our billboards, impressions of print media, number of PR materials produced and disseminated, number of educational events held and people attending.
   b. PlayCleanGo – measure the number of views of our trailhead signs, number kids’ kits disseminated, number of educational events held and people attending.
2. Communications & PR project: Production and dissemination of annual report and its reach, number of e-newsletters produced and their reach, and quality of website content.
3. Community Education & Events project: Count number of educational events held and people attending, number of informative hikes held and people attending, and number of public events attended.
4. Crail Gardens: Quality of garden build and informative material produced, number of volunteers and hours, number of events held and people attending.

Overall, we gauge our success based on the quality and quantity of our work and feedback from participants. Additionally, we strive to develop creative/novel methods to engage the public about invasive species and their impacts on our natural resources.
Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Clean Recreation Projects:
   a. 5,304,000 views of Highway 191 billboards
   b. 8,211,000 impressions of print media
   c. Over 1500 CDD stickers and educational cards distributed
   d. 19 educational events and an estimated 3,276 people reached
   a. 15,008,000 views of signs in the Gallatin Canyon
   b. 914,000 trail users reached at 7 BSCO trailheads
   c. Over 3,000 stickers distributed at events and local businesses
   d. 111 PCG kits for kids distributed during Ophir School second grade field trip
   e. 19 educational events and an estimated 3,276 people reached.

Communications and Public Relations Projects:
1. Annual Report: shared via social media, website, and direct mail to 95 entities.
2. Website: we do not have analytics of impressions at this time as it would be an additional cost.
3. E-newsletter: 410 subscribers.

Community Education and Events:
1. Adult Education: Since 2011, the Alliance has taught at 25 classes and educated 558 people. Examples include Master Hunter Class, Realtor Continuing Ed Courses, Forestry Workshops, and Montana Weed Control Association trainings.
3. Farmers Market: Hosted a booth since 2012, averaged 10 markets per season, engaging an average of 40 people per night, for a total of 400 per season, reaching an estimated 2,800 people.
4. Youth Education: Ophir School field trip, Camp Big Sky, Gallatin Valley Farm Fair, Jack Creek Preserve camp, etc. Since 2008, participated in 40 camps reaching 11,353 kids.

Crail Gardens: Built in 2019. In 2 years, 46 volunteers put in 270 hours. Hosted 2 events in 2020: Montana Outdoor Science School Master Naturalist (11 people) and our inaugural Noxious Weed Bouquet Contest (40 people).

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021
Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
*In general capital projects have tangible deliverables with a longer life-span. Using a fictitious scenario: The sidewalk is expected to last 80 years.*

Invasive species is a threat that never goes away. The presence of noxious weeds is directly attributed to human activity, such as construction, recreation, and travel.

The solution to effective invasive species prevention and management is educating both the individual and collective. Because of this, a proactive and sustained effort is needed to ensure Big Sky preserves its natural heritage and wildlife habitat that bring visitors to the area.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

2016 Strategic Plan

Problem
- Invasive species negatively affect our community, economy, & ecosystems.
- Humans are the primary source of invasive species introduction & spread.
- The cumulative degradation of natural resources will make Big Sky a less desirable place to live & visit.

Solution
- Provide invasive species management education & resources.
- Inspire conservation of natural resources.
- Implement conservation projects to improve wildlife habitat & support ecosystem services.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
Work to become a sustainable & resilient community

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Our work will support the above strategies in the following ways:

- Resources (financial, human, and technological) are mobilized to ensure the health and prosperity of this destination community and the natural environment upon which it is based.

- Increased awareness of clean recreation practices will prevent the establishment and spread of invasive species at recreation sites, river access sites, trails, etc.

- Improving the Historic Crail Ranch site to include a native demonstration garden will inspire the community to adopt sustainable landscaping practices to the benefit of wildlife, water resources, and our natural heritage.

- Awareness of the threats of invasive species and methods of prevention and management will benefit wildlife, water resources, and ecosystem services. In turn, this will ensure that our natural resources are more resilient and capable of absorbing the impacts of this growing community.

---

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served**
How many people will this project serve?

202175
Measuring People Served*
How do you plan to track or measure the number of people served?

Clean Recreation: views of signs, impressions of print media, # of trail users, # of distributed materials, & # of people educated at events. Annual reach is 200,000 people.
Communications & PR: Number of people reached by our annual report, e-newsletter & views of website. Annual reach is 600 people.
Community Education & Events: # of people at events. Annual reach in non-COVID years is 1,500 people.
Crail Gardens: # of people volunteering & attending events. Current reach is 75 people.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
3000

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

As the nature of this project is education and outreach, projects will be executed as planned, funding dependent. Clean Recreation projects are in the works with a full suite of outreach. Communications & PR projects are underway. While some events & classes will not be held this year due to COVID, some are underway (remotely). Hikes will resume and we hope to attend Farmers Market (pending funding). Maintenance and improvements will continue at Crail Gardens, with select events being planned.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.
42

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

Below is an abbreviated list of partners that aid, participate in, & support these projects.
Clean Recreation Program: BSCO, BSOA, DNRC, GCCD, GRTF, GCWD, MGTU, MTFWP, & NAISMA.
Communication and PR: GCCD, GCWD, MCWD, MTFWP, MSU, MWCA, NRCS, & NAISMA.
Community Ed & Events: BSCO, BSOA, BSRC, BSWS, CGNF, JCP, GCWC, GCCD, GCWD, GRTF, HCR, MCWD, MT FWP, MSU, MWCA, NRCS, & NAISMA & Ophir School.
Crail Gardens: BSCO, BSOA, BSRC, BSWS, GCWC, GCCD, GCWD, GRTF, HCR, MCF, MCC, SPCF, YCCF.

*Infrastructure (Development and Construction)*

**Infrastructure***
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

*Application Verification*

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

*Verification***

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

*Name of Submitter***

Jennifer Mohler
Gallatin Valley Snowmobile Association grooms the Buck Ridge snowmobile trail. This provides a smoother trail enhancing the snowmobile experience for those using the trail.

Matching

FY22

- Dues, Fees, Membership, Sales: 7%
- Grant: 47%
- Resort Tax: 48%

FY23

- Dues, Fees, Membership, Sales: 7%
- Grant: 47%
- Resort Tax: 48%

FY24

- Dues, Fees, Membership, Sales: 7%
- Grant: 47%
- Resort Tax: 49%

Results in future operating and maintenance costs? NO

Quality of Proposal

Goals*: The goal is to groom the Buck Ridge snowmobile trail two times more per week than we normally would during the season.

Metrics*: GVSA logs every time we groom the trail, including the miles groomed and provides this information to BSRAD.

Milestones*: Grooming can start as early as Dec 2 and is normally done by Mar 31.

*More detail provided in full application*

Partnerships

5 partners

Demonstrated Need

11,000 People Served  500 Locals Served

Articulates Long-Term Vision

GVSA uses state provided equipment with a life-span of 8-10 years. As far as tangible deliverables, the benefits of the program (a smooth snowmobile trail) go away once we stop grooming. Supplemental planning documents: No

Consistent with Community Strategies

Support independently-owned small businesses, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Expand & enhance pathways & trail connections, Preserve & enhance public access to public lands & waterways

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage

- Additional Ops, 0%
- Core Operations, 30%
- Project & Programming, 70%

Indirect, 30%
Direct, 70%
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<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
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<td>Good volunteer participation.</td>
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<td>Core Operations Ratio</td>
<td>Efficiency</td>
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<td>Demonstrated Need</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
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<td>Project life span of 1 year.</td>
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<td>Planning</td>
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<td>Consistently around 49% reliance on Resort Tax.</td>
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<td>Consistent with Community Strategies</td>
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<td>Efficiency</td>
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<td>Planning</td>
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**Project Name as listed on Project Application:** BuckRidge/Doe Creek Snowmobile Trail Grooming

### Project Funding

**Cash only, not including In-Kind**

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<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<td>$28,000.00</td>
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<td>Private Donations</td>
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<td>Corporate Donations &amp; Sponsorships</td>
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<td>Grants</td>
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<td>COVID-19 Relief</td>
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### Project Expenses FY22

**Project and Programing (Direct)**

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<tr>
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<th>Project Budget</th>
<th>RT Request</th>
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<td>Contract Services</td>
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<td>$11,250.00</td>
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<td>Property Acquisition</td>
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<td>Marketing, Advertising, and Communications</td>
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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
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**Core Operations (Indirect)**

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<td>Payroll and Benefits</td>
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**Additional Operations (Indirect)**

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<tr>
<td>Contract Services</td>
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<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>Marketing, Advertising, and Communications</td>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Travel &amp; Training</td>
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<td>Other**</td>
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<td><strong>Subtotal</strong></td>
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**Total**

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<tbody>
<tr>
<td>Payroll and Benefits</td>
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<td>Rent and Mortgage</td>
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<td><strong>$22,800.00</strong></td>
<td><strong>$8,000.00</strong></td>
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</table>

**Other-Direct Project Expenses:**

**Other-Additional Operaional Expenses: Admin and accounting services.**
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Buck Ridge/Doe Creek Snowmobile Trail Additional (2) Weekly Grooming

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$27,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?
GVSA gets funding from the state of Montana that allows for one grooming per week. Without additional Resort Tax funding, we would be unable to provide the two additional weekly groomings.

Category*
Please select the category that best pertains to this project.
Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?
The Buck Ridge Trail gets groomed over twice as much as all the other trails in our system combined (Sage/Taylor, Moose, Portal, Swan, Fairy Lake, Carroll Creek, Battle Ridge, Little Bear and Storm Castle.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
Gallatin Valley Snowmobile Association grooms the Buck Ridge snowmobile trail. This provides a smoother trail enhancing the snowmobile experience for those using the trail.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request***
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$27,000.00

**FY24 Request***
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$28,000.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget***
Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

GVSA Project Budget_Application.xlsx

**Pass-Through Funding***
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No.

**Future Operating Costs***
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

n/a

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

The state funds GVSA receives are established by the state. BS district assistance will have little to no affect.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal is to groom the Buck Ridge snowmobile trail two times more per week than we normally would during the season. Without funding, we could afford to groom the trail once per week. The outcome is a snowmobile trail that is smoother and more enjoyable to ride on.

Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

GVSA logs every time we groom the trail, including the miles groomed and provides this information to BSRAD.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

These funds will provide for an additional 26 - 28 groomings of Buck Ridge trail. Grooming can start as early as Dec 2 and is normally done by Mar 31. Snow conditions greatly impact our ability to groom the trail particularly early in the season. GVSA only receives the BSRAD funds if we actually groom the trail. If we are
Bryan Capdeville
Gallatin Valley Snowmobile Association

Unable to groom the trail due to weather, snow conditions, a break down or other uncontrollable events, we do not request funds from our approved BSRAD grant.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

12/01/2021

**Project Completion Date**

04/15/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

Using a fictitious scenario: The sidewalk is expected to last 80 years.

GVSA uses state provided equipment with a life-span of 8-10 years. As far as tangible deliverables, the benefits of the program (a smooth snowmobile trail) go away once we stop grooming.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No.

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support independently-owned small businesses
Embrace Big Sky’s DNA as a destination, born out of a visitor economy
Expand & enhance pathways & trail connections
Preserve & enhance public access to public lands & waterways

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

A smooth snowmobile makes the rider experience more enjoyable. This encourages more use of the trail which brings more riders to the Big Sky area (both locals and tourists), which helps boost the Big Sky winter economy.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.
- Outdoor Recreationalist
- Tourist/Visitor

**People Served**
How many people will this project serve?

11000

**Measuring People Served**
How do you plan to track or measure the number of people served?

GVSA installs a trail counter on Buck Ridge trail that tracks usage. The trail count for this past season was approximately 22500. The five year running average is 18100 counts.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

500

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

n/a
**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

5

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

GVSA works with BSRAD, Montana FWP, US Forest Service, Gallatin National Forest Avalanche Center and Canyon Adventures on this project.

- BSRAD - provides funding.
- Montana FWP - provides funding and equipment
- US Forest Service - provides permission to operate in the National Forest
- Avalanche Center - provides avalanche reports and training
- Canyon Adventures - partners with GVSA helping to groom the Buck Ridge trail

**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**

Bryan Capdeville
Big Sky Trails Recreation and Parks District Interlocal Agreement update.

Matching Funds & Financial Sustainability

FY22

- Resort Tax, 100%

FY23 & FY24

Sponsor did not provide future data

Results in future operating and maintenance costs? NO

Quality of Proposal

Goals*: An updated Interlocal Agreement (ILA), enabling the continued existence of the Big Sky Trails Recreation and Parks District for another 10 years.

Metrics*: Completed ILA and adoption by resolution by both Gallatin County and Madison County Commissions.

Milestones*: February 2022 expiration date of current ILA.

*More detail provided in full application*

Partnerships

1 partner

Demonstrated Need

10,000 People Served  4,000 Locals Served

Articulates Long-Term Vision

10 Year life span

Supplemental planning documents: None

Consistent with Community Strategies

Improve and maintain infrastructure, Expand & enhance pathways & trail connections, Provide all-season recreational opportunities, Preserve & enhance public access to public lands & waterways Improve & develop new park spaces & gathering spaces

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage

- Direct, 40%
- Indirect, 60%
- Additional Ops, 60%
- Project & Programming, 40%

Core Operations, 0%
## Application Score

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<th>Criteria</th>
<th>Category</th>
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<th>Score</th>
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<td>Community Participation</td>
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<td>100% reliance on Resort Tax.</td>
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<td>Track Record</td>
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### Project Funding

**Cash only, not including In-Kind**

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<td>Private Donations</td>
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<td>Corporate Donations &amp; Sponsorships</td>
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<td>Grants</td>
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<td>Events</td>
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<td>Dues, Fees, Membership, Sales</td>
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<td>$</td>
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<td>COVID-19 Relief</td>
<td>$</td>
<td>$</td>
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<td>Other*</td>
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<td><strong>Total</strong></td>
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### Project Expenses FY22

#### Project and Programing (Direct)

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<td>Marketing, Advertising, and Communications</td>
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<tr>
<td>Materials and Supplies</td>
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<td>$</td>
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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
<td>$</td>
<td>$</td>
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<tr>
<td>Other*</td>
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<td><strong>Subtotal</strong></td>
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#### Core Operations (Indirect)

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<tr>
<td>Rent and Mortgage</td>
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<td><strong>Subtotal</strong></td>
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#### Additional Operations (Indirect)

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<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>$15,000.00</td>
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<td>Marketing, Advertising, and Communications</td>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<td>Sponsorships</td>
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<td>Travel &amp; Training</td>
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<tr>
<td>Other**</td>
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<tr>
<td><strong>Subtotal</strong></td>
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**Total**

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<tr>
<th></th>
<th>Project Budget</th>
<th>RT Request</th>
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</thead>
<tbody>
<tr>
<td><strong>Payroll and Benefits</strong>-Including, taxes, workers comp, and unemployment</td>
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<td></td>
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<tr>
<td><strong>Rent and Mortgage</strong>-Including utilities, taxes, HOA fees, and property insurance</td>
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</tr>
<tr>
<td><strong>Office Expenses</strong>-Including uniforms, postage, supplies, and subscriptions</td>
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</tr>
</tbody>
</table>

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

BSTRP-FY22

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$25,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

Project would not proceed as we have no other funding.

Category*
Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?

Funding of this project will support updating the Interlocal Agreement essential to the continued existence of the Big Sky Trails Recreation and Parks District.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Big Sky Trails Recreation and Parks District Interlocal Agreement update.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application BSTRP FY22.xlsx

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No
Plan for Future Costs

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Matching Funds Assistance*

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

This project will include positioning the district to have funding completely independent from Resort Tax.

Quality of Proposal

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

An updated Interlocal Agreement, enabling the continued existence of the Big Sky Trails Recreation and Parks District for another 10 years.

Metrics*

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Completed ILA and adoption by resolution by both Gallatin County and Madison County Commissions.

Milestones*

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

February 2022 expiration date of current ILA
Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
06/14/2021

Project Completion Date*
02/28/2022

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

10 years

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Expand & enhance pathways & trail connections
- Provide all-season recreational opportunities
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

This project will support the continued existence of the Big Sky Trails Recreation and Parks District and its collaboration with BSCO.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Children/Families
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served**
How many people will this project serve?
10000

**Measuring People Served**
How do you plan to track or measure the number of people served?
User counts on trails and parks program participation

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?
4000

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.
BSCO will continue to serve as principal public outreach channel for parks and trails resources.
**Partnerships**

*The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.*

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

1

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

- **BSCO**

**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**

Steve Johnson
BSCO needs to purchase lawn and turf care equipment for cost effective maintenance of public parks. As acreage of BSCO parks continues to grow, owning and operating this equipment will reduce the cost per acre for park maintenance thus reducing BSRAD funding in the future.

Matching Funds & Financial Sustainability
FY22
Resort Tax, 100%

FY23 & FY24
Sponsor did not provide future data
Results in future operating and maintenance costs? YES

Quality of Proposal
Goals: The goal of purchasing the mower and trailer is to allow BSCO staff to maintain all lawn and turf fields internally and reduce the reliance on contracted services.

Metrics: Vehicle & trail counts, feedback from users, reduction in future operation budget for lawn & turf care.

Milestones: July 4th: Reopen Len Hill Park, Summer 22 Eliminate contracted services.

Partnerships
1 partner

Demonstrated Need
490,000 People Served  3,500 Locals Served

Articulates Long-Term Vision
We expect the mower to be used for 10 years, with an expected retirement and replacement date in 2031. The trailer has an anticipated longer life expectancy of up to 15 years.

Supplemental planning documents: Master Parks Plan, Master Trails Plan

Consistent with Community Strategies
Improve and maintain infrastructure, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Expand & enhance pathways & trail connections, Preserve & enhance public access to public lands & waterways, Improve & develop new park spaces & gathering spaces

Core Operations Ratio
Core Operations includes Payroll, Benefits, Rent and Mortgage

BSRAD FY22 PROJECT BINDER
## APPLICATION SCORE

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<th>Criteria</th>
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<tr>
<td>Community Participation</td>
<td>Collaboration</td>
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<td>5</td>
<td>Excellent donation, volunteer, and attendance numbers</td>
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<td>Award trend on good trajectory, large increases in operating budget growth</td>
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<td>Track Record</td>
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<tr>
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<td><strong>Total-Project</strong></td>
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**OVERALL TOTAL**

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<thead>
<tr>
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### Project Funding

<table>
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<tr>
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<tr>
<td>Other Public Funding</td>
<td>$-</td>
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<tr>
<td>Private Donations</td>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
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</tr>
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<td>Grants</td>
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<tr>
<td>Events</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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<tr>
<td>COVID-19 Relief</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Other*</td>
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### Project Expenses FY22

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<th>FY24 (7/1/23-6/30/24)</th>
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<td>Property Acquisition</td>
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<tr>
<td>Materials and Supplies</td>
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<tr>
<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
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<tr>
<td>Other*</td>
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<td><strong>Subtotal</strong></td>
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#### Core Operations (Indirect)

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<tr>
<td>Rent and Mortgage</td>
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<tr>
<td><strong>Subtotal</strong></td>
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#### Additional Operations (Indirect)

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<td>Memberships (Industry and Trade Organizations)</td>
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</tr>
<tr>
<td>Office Expenses</td>
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<td>$-</td>
<td>-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
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<td>Sponsors</td>
<td>$-</td>
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<td>-</td>
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<tr>
<td>Travel &amp; Training</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Other**</td>
<td>$-</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$200.00</strong></td>
<td><strong>$200.00</strong></td>
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</table>

**Total**                                      | **$22,400.00**         | **$22,400.00**         | **$22,400.00**          |

---

**Payroll and Benefits**-Including, taxes, workers comp, and unemployment
**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance
**Office Expenses**-Including uniforms, postage, supplies, and subscriptions:

---

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

**Project Overview**

**Project Name**

Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

- Parks & Trails Maintenance Equipment

**Amount Requested**

What is the amount you are requesting from Resort Tax for the project listed above?

- $22,400.00

**Funding Impact**

How would this project be affected if Resort Tax funding were not awarded?

- If this project were not funded, BSCO would not be able to purchase the needed lawn and turf care equipment that allows us to eliminate contracts with an outside provider for Len Hill Park and the Big Sky Community Park. The external lawn and turf contract provider is significantly more expensive than utilizing BSCO staff and lawn care equipment funded by this request. Contracting for lawn and turf care services results in a higher cost per acre of maintenance than if BSCO were to be able to perform these services internally.

**Category**

Please select the category that best pertains to this project.

- Recreation & Conservation

**Additional Information**

What additional information would you like to share with the District regarding this project?

- Purchase of the mower and utility trailer will provide BSCO a cost effective approach to maintaining public parks by BSCO staff, and thus reduce reliance on contractors for services. This will decrease the BSCO's cost per acre to maintain the community fields and parks generating savings that will over an estimated three-years cover the investment in this equipment. In addition, BSCO anticipates improvement in the quality of lawn and turf care resulting in safer spaces for Big Sky residents and visitors.

**Community Messaging**

Please provide a brief (1-2 sentence) description of [this project] for community messaging purposes.
BSCO needs to purchase lawn and turf care equipment for cost effective maintenance of public parks. As acreage of BSCO parks continues to grow, owning and operating this equipment will reduce the cost per acre for park maintenance thus reducing BSRAD funding in the future.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for **this project** in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for **this project** in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

   Project Budget_Application-Equipment.pdf

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No. There are no funds from this that will pass through to other resort tax funded projects or organizations.
Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

The mower and trailer will become a BSCO Parks and Trails asset that will require future maintenance. The equipment maintenance will be budgeted as part of the BSCO O&M Projects. These costs are estimated at 2% of the equipment costs per year (approximately $450 per year) and an estimated $200 in gas for the mower per year. However, the overall operational and maintenance cost for the parks and trails system will decrease as we reduce our reliance on private contractors for these services.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

BSCO does not have any matching funds for this equipment purchase.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal of purchasing the mower and trailer is to allow BSCO staff to maintain all lawn and turf fields internally and reduce the reliance on contracted services. Reducing the reliance on contracted services will result in a decreased cost per acre to maintain the parks in the BSCO Operations & Maintenance Project request. In addition, the trailer will allow BSCO the mobility to move the mower and other lawn maintenance equipment between the various parks within the BSCO system now, and in the future to new parks that are incorporated into the BSCO Parks system.
Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

The primary metrics used to measure the success of this project is through the user information collected at BSCO community public parks through vehicle and trail counters. The parks have historically been servicing an increasing number of users year after year. Feedback from these users, especially groups that we partner with to host community events and youth sporting leagues, are vital indicators of the success of the project. Another metric will be the reduction in future operational budgets for lawn and turf care.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

*BSCO will be reopening the Len Hill Park in Town Center on July 4th, and this equipment will be essential for lawn care maintenance in the park this summer by BSCO staff. In the summer of 2022, we anticipate eliminating contracted services for all BSCO parks with BSCO staff assuming responsibility for lawn and turf care.*

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
07/01/2031

Longevity of Project*
What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

We expect the mower to be used for 10 years, with an expected retirement and replacement date in 2031. The trailer has an anticipated longer life expectancy of up to 15 years.
**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

The BSCO Master Parks Plan and the BSCO Master Trails Plan both recommend that a shift from contracted services to internal operations will reduce the overall cost of maintaining the parks and trails, especially as the parks and trails system continues to grow and expand.

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Expand & enhance pathways & trail connections
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

The parks and trails equipment project is focused on decreasing the cost of maintaining the existing park infrastructure over time while simultaneously providing a higher level of service to community members and visitors. The BSCO is working to bring existing developed and undeveloped HOA parkland into the public park system, and this equipment will be needed to efficiently and effectively maintain the growing park system.

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
People Served*
How many people will this project serve?
490000

Measuring People Served*
How do you plan to track or measure the number of people served?
BSCO maintains counters at all of the parks and trails which measure an average of 490,000 users per year. According to our user data for the summer of 2020, approximately 55,000 users accessed the community parks during the summer months. We anticipate at least that number, if not greater, in the community parks this summer, and an additional 20,000 users to access the reopened Len Hill park during the summer months of 2021 when this equipment will begin to be utilized.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
3500

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.
Community outreach specific to the project has been limited to public input solicited by the Master Parks plan, completed in 2017 and is also addressed in the Operations and Maintenance Plan, developed as part of the Master Trails Plan in 2018.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration. Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.
1
**Partner List**
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

Spanish Peaks Mountain Club has partnered with BSCO to advise on equipment purchases and to secure the best possible pricing for the equipment through coordination with their established vendors.

---

**Infrastructure (Development and Construction)**

**Infrastructure**
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

---

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

---

**Name of Submitter**

Adam Johnson
The Gallatin Invasive Species Alliance’s Environmental Stewardship projects improve degraded wildlife habitat, provide landowners with the tools and resources to be proficient stewards, and enhance heavily used recreation sites via invasive plant management strategies.

**Quality of Proposal**

**Goals**: 1. Improve critical wildlife habitat compromised by invasive species (IS). 2. Facilitate IS management at heavily used recreation sites. 3. Engage and assist HOAs in IS management and wildlife habitat stewardship. 4. Provide landowners the resources needed to implement IS management. 5. Identify new invaders and assist those responsible for IS management. 6. Inspire the community to engage in conservation work.

**Metrics**: Boots on the ground, partners, qualitative analysis of progress made, acres treated, and amount of matched funds, sites, qualitative analysis of progress made, treatment days, type and amount of engagement by current and past HOAs/landowners, site visits/property inspections and associated number of acres, landowner communications, referrals, and end of year landowner feedback survey, new invaders identified, qualitative analysis of our community alerts and partner notifications, and success of resulting treatments, events, volunteers, volunteer hours, pounds of invasive plants collected.

**Milestones**: Sponsor did not articulate milestones that will occur during project dates.

*More detail provided in full application*

**Partnerships**
42 partners

**Demonstrated Need**
62,390 People Served 3,000 Locals Served

**Articulates Long-Term Vision**

The spread of invasive species is a threat that never goes away. The presence of noxious weeds is directly attributed to human activity, such as construction, recreation, and travel.

**Supplemental planning documents**: 2016 Strategic Plan

**Core Operations Ratio**
Core Operations includes Payroll, Benefits, Rent and Mortgage

**Results in future operating and maintenance costs? NO**
Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Preserve & enhance public access to public lands & waterways, Improve & develop new park spaces & gathering spaces, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

### APPLICATION SCORE

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<th>Score</th>
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#### PROJECT

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<td>Demonstrated Need</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
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<td>Resort Tax reliance increasing year over year.</td>
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### Scoring Focus

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<tbody>
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<tr>
<td>Planning</td>
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### Project Funding

**Cash only, not including In-Kind**

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<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
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<td>COVID-19 Relief</td>
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<td>Other*</td>
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### Project Expenses FY22

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<td>Repairs and Maintenance</td>
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<td>Scholarships and Financial Assistance</td>
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<td><strong>Travel</strong></td>
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<td><strong>Other</strong></td>
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<td><strong>Subtotal</strong></td>
<td>$62,910.00</td>
<td>$21,600.00</td>
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| Core Operations (Indirect)      |                |            |
| **Payroll and Benefits**        | $10,560.00     |            |
| **Rent and Mortgage**           |                | -          |
| **Subtotal**                    | $10,560.00     | -          |

| Additional Operations (Indirect) |                |            |
| **Contract Services**            |                |            |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) |            |
| Marketing, Advertising, and Communications |            |
| Memberships (Industry and Trade Organizations) |        |
| **Office Expenses**              |                |            |
| **Repairs and Maintenance**      |                |            |
| **Sponsorships**                 |                |            |
| **Travel & Training**            |                |            |
| **Other**                        |                |            |
| **Subtotal**                     | $73,470.00     | $21,600.00 |

**Total** $73,470.00 $21,600.00

### NOTE:
The Alliance will be using half of our reserves (est at $11K) for remaining FY 21. We are planning to bank almost all 2021/22 fundraising $ to rebuild reserves to the extent possible, which means that proceeds from donations, events, and sales will not contribute to operating costs for the near future.
Application Form

**Project Overview**

**Project Name**
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

Environmental Stewardship

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?

$21,600.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

The Alliance will use remaining reserve funds to keep the organization solvent and ensure existing grant commitments are honored. There would be no landowner assistance in 2021 or HOA or Bighorn projects in 2022, and all future weed mgmt. projects would be in jeopardy.

Once reserve funds are exhausted, contracted staff will be furloughed and existing projects will be terminated. Our momentum with obtaining grants would be halted, perhaps causing irreparable harm as good "track records" are important.

Without reserves, the Alliance may have to close permanently.

Most grants related to invasive species pay for little to no staff time, thus baseline resort tax funding is essential to enable us to pursue funding for Environmental Stewardship efforts.

We are a local organization working to conserve "our backyard" to the benefit of the entire community, and continued resort tax funding is critical to maintain the solvency of our organization.

**Category**
Please select the category that best pertains to this project.

Recreation & Conservation

**Additional Information**
What additional information would you like to share with the District regarding this project?
Invasive species are known as “habitat transformers” because they change the physical structure and forage availability in habitats, eventually pushing resident wildlife out.

Our projects facilitate invasive species management on private and public lands, improve impaired wildlife habitat, provide landowners with critical resources, manage invasive plant species in heavily used recreation sites, and support early detection/rapid response for new invaders.

- Landowners benefit from free on-site expert advice on invasive plant management.
- Recreationists benefit from our work to enhance heavily used recreation sites.
- Fish and water quality benefit from our weed pulls and management efforts along the Gallatin River.
- All wildlife species benefit from our work to enhance degraded habitat.

The Alliance strives to protect natural resources from the threats of invasive species. We do this to ensure that the places we love are not destroyed by our pursuit to experience them.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Gallatin Invasive Species Alliance’s Environmental Stewardship projects improve degraded wildlife habitat, provide landowners with the tools and resources to be proficient stewards, and enhance heavily used recreation sites via invasive plant management strategies.

**Forecasting Accuracy**
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$34,511.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$36,887.00
Financial Sustainability, Reliance, Matching Funds

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application_GISA_EnvironmentalStewardship.xlsx

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

No

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

NA

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

The Alliance would welcome RT help in securing additional funding from foundations and state agencies and organizations via letters of support and sharing any additional potential revenue sources they may be aware of.
Quality of Proposal

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes

What are the goals, outcomes, or deliverables of this project?

Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Goals:
1. Improve critical wildlife habitat compromised by invasive species (IS).
2. Facilitate IS management at heavily used recreation sites.
3. Engage and assist HOAs in IS management and wildlife habitat stewardship.
4. Provide landowners the resources needed to implement IS management.
5. Identify new invaders and assist those responsible for IS management.
6. Inspire the community to engage in conservation work.

Outcomes:
1. Resilient and healthy wildlife habitat.
2. Fewer IS at recreation sites and public lands.
3. More HOAs/landowners actively engaged in IS management for the benefit of wildlife.
4. Educated and motivated landowners working to manage IS.
5. Prevention, early detection, and rapid response to IS.
6. Increased awareness about IS and the actions landowners can take to prevent and stop the spread.

Deliverables: Improved wildlife habitat and recreation sites, educated landowners & HOAs, new invaders identified and addressed, and more acres managed.

Metrics

Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

1. Bighorn Sheep project: Number of treatment days, number of boots on the ground, number of partners participating, qualitative analysis of progress made, number of acres treated, and amount of matched funds.

2. Conserve our Canyon project: Number of treatment days, number of boots on the ground, number of partners participating, number of sites, qualitative analysis of progress made, number of acres treated, and amount of matched funds.

3. HOA (Habitat Owners Assoc.) project: Number of treatment days, number of boots on the ground, number of partners participating, qualitative analysis of progress made, type and amount of engagement by current and past HOAs/landowners, number of acres treated, and amount of matched funds.

4. Landowner Assistance project: Number of site visits / property inspections and associated number of acres, number of landowner communications, number of referrals, and end of year landowner feedback survey.

5. Mapping/Monitoring project: Number of new invaders identified, qualitative analysis of our community alerts and partner notifications, and success of resulting treatments.
6. Weed pull projects: Number of events, volunteers, volunteer hours, pounds of invasive plants collected, and amount of matched funds.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

1. Bighorn Sheep: 10 years, 8 partners, $16,256 funds invested, $133,400 matched funds

2. Conserve Our Canyon: 2 years, 447 acres treated, $7,800 funds raised, $31,286 matched funds  
   *project was formalized in 2019, but work on this project dates to 2012*

3. HOA (Habitat Owners Assoc.): 7 years, 54 volunteers, 497 pounds collected, $82,496 value to HOAs

   Antler Ridge HOA: “Jen Mohler and her team are unique and major assets to the Community. The Alliance provides critical weed education...and resources to help landowners and entire neighborhoods meet the legal requirements to limit noxious weeds. Importantly, the Alliance instructs and advocates for use of weed management techniques that spare native plants and flowers thereby adding to the beauty of the community and the health of our elk and other wildlife that delight residents and tourists.”

   Antler Ridge landowner: “The Alliance is such a valuable resource. Their help has let us become more independent and educated in how to address invasive species in our property and in the neighborhood.”

4. Landowner Assistance: 12 years, 844 properties inspected, 10,523 acres inspected, 1 weed free property.

   “Continue to educate, educate, educate! ...I don’t think there is nearly enough being done to ensure people know the extent of the problem and/or their personal responsibility to maintaining their property.”

   “Beyond diagnosing problems and outlining solutions, Jen provides a spectrum of options to consider and the respective pros and cons of each. The result is a comprehensive strategy for managing noxious weeds...With each visit over the years, she monitors my progress and identifies new priorities in my quest for a beautiful, healthy native landscape.”

5. Map/Monitoring: Eliminated leafy spurge at kids fishing pond after 9 years of treatment and monitoring, alerted community of new invaders like orange hawkweed.

6. Weed Pulls: 12 years, 19,179 pounds collected, 1,207 volunteers, and 2,582 volunteer hours.

---

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.
**Project Start Date**
07/01/2021

**Project Completion Date**
06/30/2022

**Longevity of Project**
What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span. Using a fictitious scenario: The sidewalk is expected to last 80 years.

The spread of invasive species is a threat that never goes away. The presence of noxious weeds is directly attributed to human activity, such as construction, recreation, and travel.

The solution to effective invasive species prevention and management is educating both the individual and collective. Because of this, a proactive and sustained effort is needed to ensure Big Sky preserves its natural heritage and wildlife habitat that bring visitors to the area.

**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

2016 Strategic Plan

Problem
- Invasive species negatively affect our community, economy, & ecosystems.
- Humans are the primary source of invasive species introduction & spread.
- The cumulative degradation of natural resources will make Big Sky a less desirable place to live & visit.

Solution
- Provide invasive species management education & resources.
- Inspire conservation of natural resources.
- Implement conservation projects to improve wildlife habitat & support ecosystem services.

**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.
**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Our work will support the above strategies in the following ways:

- Resources (financial, human, and technological) are mobilized to ensure the health and prosperity of this destination community and the natural environment upon which it is based.

- Invasive species are managed in critical wildlife habitat and at recreational access sites, public trails and parks, river restoration sites, and trailheads.

- Landowners, HOAs, and volunteers are educated and motivated to manage invasive species and work to prevent and stop the spread.

- Awareness of the threats of invasive species and methods of prevention and management will benefit wildlife, water resources, and ecosystem services. In turn, this will ensure that our natural resources are more resilient and capable of absorbing the impacts of this growing community.

---

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents
**People Served**
How many people will this project serve?

62390

**Measuring People Served**
How do you plan to track or measure the number of people served?

- **Bighorn project**: As residents and visitors alike cherish wildlife, our conservative estimate is 10,000.

- **Conserve our Canyon project**: Conservative estimate of everyone who recreates in the Gallatin Canyon is 10,000.

- **HOA project**: Current HOAs involved in the project - Porcupine HOA, Antler Ridge, HOA & Ramshorn HOA. Estimated annual reach is 200 landowners.

- **Landowner project**: 100 landowners assisted, 42,000 reached via media campaigns.

- **Weed pull projects**: Average 90 volunteers annually.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

3000

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

The Alliance engages with the community via our seasonal landowner ed campaign, social media, e-newsletters, advertising, event flyers, Farmers Market, referrals, and spontaneous engagement in the field. As scope and reach are funding dependent, our limited funding directly results in suboptimal community outreach and engagement. We know when we have more support to reach landowners, site visits increase (postcard mailers funded by a MNWTF grant in 2016 resulted in a 33% increase in site visits).

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

**Partner**: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners**
How many partners do you have on this project? If none, enter 0.

42
**Partner List***

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.*

Below is an abbreviated list of partners that facilitate and support these projects.

- **Bighorn:** CGNF, DNRC, GCWD, MCC, MDOT, MT FWP, NRCS, & WSP.
- **Conserve Our Canyon:** CGNF, CFRAC, GCWD, GRTF, MGTU, MCF, MCC, MDOT, MT FWP, SPCF, & YCCF.
- **HOA:** Antler Ridge HOA, BSOA, GCWD, MCWD, Porcupine HOA, & Ramshorn HOA.
- **Landowner:** GCWD, MCWD, & HOAs.
- **Mapping/Monitoring:** CGNF, GCGIS, GCWD, MCWD, MDOT, MT FWP, MSU, MWCA, & NRCS.
- **Weed Pulls:** BSCO, BSOA, CGNF, GCWD, MGTU, & Ophir School.

**Infrastructure (Development and Construction)**

**Infrastructure***

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification***

Incomplete applications may not be considered for funding. It is the applicant's responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter***

Jennifer Mohler
The Gallatin Invasive Species Alliance works to educate and inspire landowners and protect our natural resources from the threats posed by invasive species. We do this for the benefit of all and to ensure the places that make Big Sky so special are not destroyed by our pursuit to experience them.

**Matching Funds & Financial Sustainability**

**FY22**
- Resort Tax, 100%
- Corporate Donations & Sponsorships, 3%
- Events, 1%

**FY23**
- Resort Tax, 96%
- Corporate Donations & Sponsorships, 4%
- Events, 1%

**FY24**
- Resort Tax, 95%

Results in future operating and maintenance costs? NO

**Quality of Proposal**

**Goals:** 1) Implement our mission, strategies, and goals. 2) Identify and pursue funding opportunities. 3) Adhere to Generally Accepted Accounting Practices. 4) Execute a fundraising program to build community support.

**Metrics:** 1) Execution of our Education & Outreach and Environmental Stewardship projects. 2) Number of grants applied for and obtained, the amount of funding secured for projects, the amount of in-kind support obtained, and the amount of dollars fundraised. 3) Creating and adhering to budgets and maintaining organization and accounting files. 4) Participation in annual giving days, events hosted, creative methods employed to raise funds and brand awareness, and feedback from participants and donors.

**Milestones:** Sponsor did not articulate milestones that will occur during project dates.

*More detail provided in full application*

**Demonstrated Need**
- 202,175 People Served
- 3,000 Locals Served

**Partnerships**
- 42 Partners

**Articulates Long-Term Vision**

Invasive species is a threat that never goes away. The presence of noxious weeds is directly attributed to human activity, such as construction, recreation, and travel.

Supplemental planning documents: 2016 Strategic Plan.

**Consistent with Community Strategies**

Embrace Big Sky's DNA as a destination, born out of a visitor economy, Preserve & enhance public access to public lands & waterways, Improve & develop new park spaces & gathering spaces, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable & resilient community

**Core Operations Ratio**

Core Operations includes Payroll, Benefits, Rent and Mortgage

- Additional Operations, 22%
- Project & Programming, 78%

Indirect, 22%
Direct, 78%
# APPLICATION SCORE

<table>
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<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<td>Community Participation</td>
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<td>Excellent volunteer and event participation</td>
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<td>Financial Sustainability</td>
<td>Collaboration</td>
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<tr>
<td>Track Record</td>
<td>Efficiency</td>
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<td>Matching Funds</td>
<td>Collaboration</td>
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<td>Quality of Proposal</td>
<td>Efficiency</td>
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<td>Core Operations Ratio</td>
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<td>Demonstrated Need</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Administration does not provide deliverables. that benefit community beyond 1-year lifespan. Project application does not outline clear path to achieve long-term goals.</td>
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<td>Financial Sustainability</td>
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<td>10</td>
<td>0</td>
<td>Project does not get beyond 95% reliance on Resort Tax</td>
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<td>Consistent with Community Strategies</td>
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## Scoring Focus

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### Project Funding

**Cash only, not including In-Kind**

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<td>Dues, Fees, Membership, Sales</td>
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<td>COVID-19 Relief</td>
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<td>Other*</td>
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### Project Expenses FY22

**Project and Programing (Direct)**

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<td>Travel</td>
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<td>Other*</td>
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**Core Operations (Indirect)**

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<td><strong>Subtotal</strong></td>
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**Additional Operations (Indirect)**

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<td>Contract Services Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td><strong>Subtotal</strong></td>
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<td>$4,554.00</td>
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**Total**                                                  $24,871.00         | $20,720.00

---

**NOTE:** The Alliance will be using half of our reserves (est at $11K) for remaining FY 21. We are planning to bank almost all 2021/22 fundraising $ to rebuild reserves to the extent possible, which means that proceeds from donations, events, and sales will not contribute to operating costs for the near future.

---

**Other-Direct Project Expenses:** Fundraising events

**Other-Additional Operaitonal Expenses:**

---

**Payroll and Benefits:** Including, taxes, workers comp, and unemployment

**Rent and Mortgage:** Including utilities, taxes, HOA fees, and property insurance

**Office Expenses:** Including uniforms, postage, supplies, and subscriptions
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Administration

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$20,720.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

The Alliance will utilize our remaining reserve funds to keep the organization solvent and ensure existing grant commitments are honored. Once expended, contracted staff will be furloughed.

Without staff, we will be unable to pursue additional grant funding and existing annual projects will be terminated. Without reserves, the Alliance may have to close permanently.

Most grants related to invasive species pay for little to no staff time, thus resort tax funding is essential to maintain our operations. Without baseline support, we will be unable to pursue and obtain funding from the other sources for our projects, such as facilitating over $82,496 worth of noxious weed management in the Big Sky area that would not have happened otherwise.

We are a local organization working to conserve "our backyard" to the benefit of the entire community, and continued RT funding is critical to maintain the solvency of our organization.

Category*
Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?

Since 2004, the Alliance has led a proactive, collaborative, and cost-effective effort to address the impacts of invasive species on the upper Gallatin Watershed. The Alliance brings resources (financial, human, and technological) to the Big Sky community to help fight invasive species by connecting and coordinating all available resources to enhance wildlife habitat and protect natural resources.
Big Sky Resort Tax has invested $508,028 into the Alliance’s work since 2005, and we have matched that with $966,249 (every $1 invested has been matched with $1.90).

We bring resources and expertise to this community to help fight invasive species that were unavailable prior to our involvement. Conservation doesn’t just happen, it’s a commitment made by the collective and requires a long-term vision and ongoing investment to yield results.

Implementation and execution of any project begins with and requires robust administration.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Gallatin Invasive Species Alliance works to educate and inspire landowners and protect our natural resources from the threats posed by invasive species. We do this for the benefit of all and to ensure the places that make Big Sky so special are not destroyed by our pursuit to experience them.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$22,424.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$23,707.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application_GISA_Admin.xlsx
**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

NA

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

The Alliance would appreciate RT help in securing additional funding from Madison County Commissioners and Gallatin County Commissioners and sharing any additional revenue sources they may be aware of. We also welcome RT support to help our organization become more resilient and independent by increasing our capacity and bolstering organizational infrastructure (e.g., fundraising efforts), to mirror the assistance you have provided to other organizations in past years.

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.
**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

We work to maximize limited resources to provide high quality services that directly benefit landowners, the community, and the environment.

Goals and Outcomes:
1. Implement our mission, strategies, and goals; outcomes will be successful execution of our Education & Outreach and Environmental Stewardship projects.
2. Identify and pursue funding opportunities; outcomes will be additional funding secured for our Education & Outreach and Environmental Stewardship projects.
3. Adhere to Generally Accepted Accounting Practices; outcomes will be an organized, well run nonprofit organization.
4. Execute a fundraising program to build community support; outcomes will be funding secured for reserves (goal is 6 months' worth of expenses). If/when that goal is achieved, funding can be used to implement this project.

The Alliance has a proven track record of building partnerships, leveraging funds, and achieving results. Our overall weighted PROJECT match of RT funds is better than 1:10.

**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Metrics of Administration:
1. Implement the organization’s mission, strategies, and goals; measured by execution of our Education & Outreach and Environmental Stewardship projects.
2. Identify and pursue funding opportunities; measured by the number of grants applied for and obtained, the amount of funding secured for projects, the amount of in-kind support obtained, and the amount of dollars fundraised.
3. Adhere to Generally Accepted Accounting Practices (GAAP); measured by creating and adhering to budgets and maintaining organization and accounting files.
4. Execute a fundraising program to build community support for the Alliance’s programs; measured by participation in annual giving days, events hosted, creative methods employed to raise funds and brand awareness, and feedback from participants and donors.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

As an outdoor recreation-based destination community, Big Sky’s long-term economic prosperity is intimately linked to the health of the surrounding ecosystem. Studies have shown that invasive species can significantly impact economies driven by outdoor activities. A 2014 CSU analysis showed $4.4 million in lost recreation revenue in Colorado due to invasive species, and a study by University of Nevada Cooperative Extension showed $30 to $40 million in lost recreation revenue over a five-year period.

The Alliance has worked hard to leverage limited funding to the benefit of the Big Sky community and upper Gallatin Watershed.
Since 2005:
- The Alliance has matched every $1 or Resort Tax funding with $1.90 ($508,028 of RT funds matched by $966,249).
- Our 2020 weighted average PROJECT match is $10.83.
- The Alliance has secured $654,086 of in-kind support, illustrating our ability to leverage partnerships and bring resources to Big Sky.
- We have secured $187,385 in State and County grants for our projects.
- We were awarded $74,799 from local foundations and project partners.
- We have raised $49,979.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**
07/01/2021

**Project Completion Date**
06/30/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

Invasive species is a threat that never goes away. The presence of noxious weeds is directly attributed to human activity, such as construction, recreation, and travel.

The solution to effective invasive species prevention and management is educating both the individual and collective. Because of this, a proactive and sustained effort is needed to ensure Big Sky preserves its natural heritage and wildlife habitat that bring visitors to the area.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

- 2016 Strategic Plan

Problem
- Invasive species negatively affect our community, economy, & ecosystems.
- Humans are the primary source of invasive species introduction & spread.
- The cumulative degradation of natural resources will make Big Sky a less desirable place to live & visit.

Solution
- Provide invasive species management education & resources.
- Inspire conservation of natural resources.
- Implement conservation projects to improve wildlife habitat & support ecosystem services.

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Our work will support the above strategies in the following ways:

- Resources (financial, human, and technological) are mobilized to ensure the health and prosperity of this destination community and the natural environment upon which it is based.

- Conservation improvement efforts will enhance highly used recreation sites, river access and restoration sites, parks, trailheads and public lands.

- Improving the Historic Crail Ranch site to include a native demonstration garden will inspire the community to adopt sustainable landscaping practices to the benefit of wildlife, water resources, and our natural heritage.

- Habitat improvement projects will benefit wildlife and associated natural resources.

- Protecting native plants via invasive plant management will help protect water quality and quantity.

- Safeguarding ecosystem services helps ensure that natural resources are resilient and capable of absorbing the impacts of this growing community.
**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served**

How many people will this project serve?

202175

**Measuring People Served**

How do you plan to track or measure the number of people served?

Since a functional administration facilitates all projects, the Alliance will review measurements from our two projects (Education & Outreach and Environmental Stewardship) and take the higher number (to avoid duplication).

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

3000

**Community Outreach**

Please explain any community outreach or engagement that has taken place or is planned with this project.

Considering that the previous year was exceedingly difficult with significant funding reductions and disruption of planned projects, the Alliance is looking forward to regaining traction and executing new and creative ideas.
The Alliance will host our first ever native plant sale & “Bag the Peak” cornhole tournament fundraisers. The native plant sale aligns with our sustainable landscape education goals. We hope that our cornhole tournament will become a fun event and community staple.

**Partnerships**

*The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.*

**Partner:** An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners***

How many partners do you have on this project? If none, enter 0.

42

**Partner List***

Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

The Alliance works in collaboration with the following to execute our programs and implement our goal of protecting natural resources from the threats of invasive species:
- Local non-profit and other organizations
- Local businesses
- HOAs
- Foundations
- Universities and schools
- Advisory committees
- Local, regional, and national invasive species organizations
- County, state, and federal agencies

Please see the partner list in our other project applications for further details.

**Infrastructure (Development and Construction)**

**Infrastructure***

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Jennifer Mohler
MLR partners with private landowners to permanently protect agricultural lands, fish and wildlife habitat, and open space. The immediate accomplishments of MLR’s work are measured in miles of streambank and acres of land and habitat protected.

**Quality of Proposal**

Goals*: Permanent protection of private land from subdivision and development. The outcome of this goal is protecting animal habitat and watersheds.

Metrics*: Acres of wildlife habitat and miles of stream frontage protected to measure outcomes.

Milestones*: Over 30,000 acres of easements since 1995.

*More detail provided in full application*

**Partnerships**

3 Partners

**Demonstrated Need**

50 People Served 50 Locals Served

**Articulates Long-Term Vision**

MLR plans to work in the Big Sky community to permanently protect open space for the foreseeable future. MLR has a perpetual obligation to monitor all existing MLR conservation easements in Big Sky annually.

**Supplemental planning documents:** Long-term conservation plan

**Consistent with Community Strategies**

Preserve a cohesive, but distinct character throughout the community, Preserve & enhance public access to public lands & waterways, Protect wildlife habitat & natural resources, Protect & enhance our water resources

**Core Operations Ratio**

Core Operations includes Payroll, Benefits, Rent and Mortgage

- Direct, 26%
- Indirect, 74%

Results in future operating and maintenance costs? YES
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<td>Diverse sources of funding.</td>
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<td>Partnerships</td>
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<td>Core Operations Ratio</td>
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<td>Efficiency</td>
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<td>Development is happening at rapid pace.</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
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<td>Articulates Long-Term Vision</td>
<td>Planning</td>
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<td>Project application does not outline clear path to achieve long-term goals.</td>
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<td>Financial Sustainability</td>
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### Project Funding

**Cash only, not including In-Kind**

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### Project Expenses FY22

#### Project and Programing (Direct)

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<td>Repairs and Maintenance</td>
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#### Core Operations (Indirect)

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#### Additional Operations (Indirect)

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<td><strong>Subtotal</strong></td>
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**Total** $1,516,126.00 $20,000.00

---

*Other-Direct Project Expenses: Rent, IT support, conferences/training

**Other-Additional Operational Expenses: IT support
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

  Big Sky Land Conservation

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

  $20,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

  The Montana Land Reliance (MLR) relies on local support to continue conservation efforts in Big Sky. Without local support from groups like Resort Tax, MLR would not be able to keep its office open in Big Sky.

Category*
Please select the category that best pertains to this project.

  Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?

  MLR works specifically in the conservation field. Other non-profits in the community address recreation and while MLR is happy to have public access on several conservation easements it is important to differentiate that our work is specific to permanent conservation of land and that the recreational side of the community’s needs is being addressed elsewhere. There are very few organizations specifically dedicated to land conservation and MLR is proud to provide this service to the community.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

  MLR partners with private landowners to permanently protect agricultural lands, fish and wildlife habitat, and open space. The immediate accomplishments of MLR’s work are measured in miles of streambank and acres of land and habitat protected.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$25,000.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$25,000.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application.xlsx

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

The project expenses do not pass-through to other Resort Tax funded projects or sponsoring organizations.
Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

MLR’s successes mean a perpetual obligation to monitor, steward, and enforce the conservation easement terms. MLR will not request funding for the ongoing stewardship of conservation easements so there will not be any impact to the district.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

The ability to show community-wide support for conservation is important for MLR to receive funding from other local foundations and individuals. MLR will not request a letter of support from Resort Tax but will reference Resort Tax funding as a way of showing community-wide public support for conservation efforts. Thank you!

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal of the MLR’s work in Big Sky is permanent protection of private land from subdivision and development. The outcome of this goal is protecting animal habitat and watersheds. The deliverable is a community with healthy animal corridors, lowered water pollution issues, and more beautiful open vistas.

Metrics*
Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.
Upon completion of permanent land conservation, MLR will use metrics such as acres of wildlife habitat and miles of stream frontage protected to measure outcomes. This metric can be compared to the amount of permanent land conservation that existed in Big Sky prior to MLR's Big Sky office opening.

**Milestones**
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

MLR has an incredible track record of successfully meeting milestones in the Big Sky community. All listed easements are partially or wholly within the Resort Tax Boundary.

- Mill Creek Ranch I and II - 4,241 acres - 1995
- South Jack Creek Ranch - 4,431 acres - 1996
- Braxton Property I - 175 acres - 1997
- Kroenke Property - 14,570 acres - 1998
- Fossil Property III - 255 acres - 2003
- Gallatin Preserve Easement - 1,581 acres - 2006
- Yellowstone Preserve Easement - 1,463 acres - 2011
- Yellowstone Club Easement Transfer - 1,443 acres - 2018
- Moonlight Basin Conservation Easement - 2,483 acres - 2019

**Articulates Long-Term Vision**
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date** 07/01/2021

**Project Completion Date** 06/22/2022

**Longevity of Project**
What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*
MLR plans to work in the Big Sky community to permanently protect open space for the foreseeable future. MLR has a perpetual obligation to monitor all existing MLR conservation easements in Big Sky annually.

**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

Yes, MLR has a long-term conservation plan that includes land conservation efforts within the Resort Tax Boundary.

**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Preserve a cohesive, but distinct character throughout the community
- Preserve & enhance public access to public lands & waterways
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

MLR's work directly and permanently affects the wildlife habitat, water resources, and natural resources in the Big Sky community. Several MLR conservation easements in Big Sky have trails across them that provide access to public lands and waterways.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Non-Profits
- Property Owners/HOAs
Tourist/Visitor
Wildlife and Natural Environment
Year-Round Residents

People Served*
How many people will this project serve?
50

Measuring People Served*
How do you plan to track or measure the number of people served?
MLR’s work benefits the public at large so it is not possible to quantify a total number of people that are affected. The residents of the community rely on the services MLR provides as well as the visitors and tourists.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
50

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.
MLR hosted outreach learning opportunities in the community prior to Covid-19. MLR has also led hikes and hosted dinner parties to help educate key landowners about the importance of private land conservation.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.
4
Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

- Gallatin River Task Force - MLR regularly works with the GRTF to identify and prioritize parcels of land for conservation that would benefit water quantity and quality.
- Big Sky Community Organization - MLR works with the BSCO when applicable to brainstorm projects where public trail access may also be possible.
- Wildlife Conservation Society - MLR works with WCS to identify wildlife corridors.
- Big Sky Sustainable Network Organization - MLR is a resource to the Big Sky SNO committee.

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Jessica Wiese
Resurfacing of the Community Park tennis courts is a best management practice to properly maintain and improve the safety of the courts. BSCO seeks a 1/3rd of the total cost to resurface the courts from BSRAD while applying for grants and raising private donations to cover the remaining 2/3rds.

**Matching Funds & Financial Sustainability**

| FY22 | Grants, 33% | Resort Tax, 33% | Private Donations, 34% |

Results in future operating and maintenance costs? Yes, but in the normal maintenance request from BSRAD.

**Quality of Proposal**

**Goals**: The goal of this project is to create a smooth, safe surface for the community to play a variety of paddle sports, including but not limited to tennis and pickleball. The outcome of this repair is the tennis courts will serve the residents and visitors for approximately an additional decade or more of free, public tennis courts. The Community Park tennis courts (four total) are 2/3rds of the total available courts for public use in Big Sky (two courts are available at the High School). All courts have seen increased use since the removal of two tennis courts from the Big Sky Resort in the summer of 2019. A resurfacing of the Community park tennis courts would greatly improve the quality of courts available to the community and visitors alike.

**Metrics**: BSCO plans to install a counter at the court entrance gate to record the number of users as the key metric. Other key metrics will be feedback from users, and meeting the budget requirements for this project.

**Milestones**: Milestone #1: resurfacing of the courts and filling existing cracks. Milestone #2: open the courts as soon as possible for safe use.

"*More detail provided in full application*"

**Articulates Long-Term Vision**

The resurfacing of the courts will provide an even, smooth playing surface for at least another decade of safe use.


**Consistent with Community Strategies**

Improve and maintain infrastructure, Embrace Big Sky's DNA as a destination, born out of a visitor economy. Provide all-season recreational opportunities, Preserve & enhance public access to public lands & waterways, Improve & develop new park spaces & gathering spaces.

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Excellent donation, volunteer, and attendance numbers</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>10</td>
<td>Award trend on good trajectory, large increases in operating budget growth</td>
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<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
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<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
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<td><strong>Total-Sponsor</strong></td>
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<td><strong>PROJECT</strong></td>
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<td>7</td>
<td>1:2 matching funds.</td>
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<td>Quality of Proposal</td>
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<tr>
<td>Partnerships</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Core Operations Ratio</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
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<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
<td>5</td>
<td>5</td>
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<td>Articulates Long-Term Vision</td>
<td>Planning</td>
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<td></td>
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<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
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<td>10</td>
<td>Long last benefits.</td>
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<td>Consistent with Community Strategies</td>
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<td>Planning</td>
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### Project Funding

**Cash only, not including In-Kind**

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<tr>
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<tbody>
<tr>
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<td>(7/1/21-6/30/22)</td>
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<tr>
<td></td>
<td>(7/1/22-6/30/23)</td>
</tr>
<tr>
<td></td>
<td>(7/1/23-6/30/24)</td>
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<td>Resort Tax</td>
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<tr>
<td>Other Public Funding</td>
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<tr>
<td>Private Donations</td>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
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</tr>
<tr>
<td>Grants</td>
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<tr>
<td>Events</td>
<td>$-</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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</tr>
<tr>
<td>COVID-19 Relief</td>
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</tr>
<tr>
<td>Other*</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$40,000.00</strong></td>
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### Project Expenses FY22

**Project and Programing (Direct)**

<table>
<thead>
<tr>
<th></th>
<th>Project Budget</th>
<th>RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
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<td>$13,300.00</td>
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<tr>
<td>Property Acquisition</td>
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<td>$-</td>
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<td>Marketing, Advertising, and Communications</td>
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<td>$-</td>
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<td>Materials and Supplies</td>
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<td>$-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
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<td>$-</td>
</tr>
<tr>
<td>Scholarships and Financial Assistance</td>
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<td>$-</td>
</tr>
<tr>
<td>Travel</td>
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<td>$-</td>
</tr>
<tr>
<td>Other*</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$40,000.00</td>
<td>$13,300.00</td>
</tr>
</tbody>
</table>

**Core Operations (Indirect)**

|                      | $-   | $-              |
| Payroll and Benefits | $-   | $-              |
| Rent and Mortgage    | $-   | $-              |
| **Subtotal**         | $-   | $-              |

**Additional Operations (Indirect)**

|                      | $-   | $-              |
| Contract Services    | $-   | $-              |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | $- | $- |
| Marketing, Advertising, and Communications | $- | $- |
| Memberships (Industry and Trade Organizations) | $- | $- |
| Office Expenses      | $-   | $-              |
| Repairs and Maintenance | $-   | $-              |
| Sponsors             | $-   | $-              |
| Travel & Training    | $-   | $-              |
| Other**              | $-   | $-              |
| **Subtotal**         | $-   | $-              |

**Total**

|                      | $40,000.00 | $13,300.00 |

---

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name
Please use a concise and descriptive project name.

Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

BSCO Tennis Court Resurfacing

Amount Requested
What is the amount you are requesting from Resort Tax for the project listed above?

$13,200.00

Funding Impact
How would this project be affected if Resort Tax funding were not awarded?

If this project were not funded by Resort Tax, BSCO would need to raise the additional funding required to resurface the tennis courts through soliciting private donations and perhaps additional grants. The tennis courts would remain in poor, and potentially unsafe, condition until additional funding could be secured. Securing the necessary funds outside of BSRAD will take time and result in a delay in remedying the courts this summer for residents and visitors to use.

Category
Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information
What additional information would you like to share with the District regarding this project?

The tennis courts at the Community Park have been a cherished asset to the community for more than 30 years. The courts are in dire need of resurfacing to reestablish a smooth surface for play. Annual crack sealing and other maintenance have kept the courts in fair shape for years, but have over time created an uneven court surface and a potential tripping hazard. The uneven court surface could easily cause a resident or visitor to injure themselves. BSCO needs to resurface all of the courts to restore a smooth surface and fill the existing cracks. In addition to this request to cover 1/3rd of the total cost to resurface, BSCO is applying for grant funding to cover 1/3 of the project and working with the pickleball and tennis clubs to raise 1/3 of the project cost.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Resurfacing of the Community Park tennis courts is a best management practice to properly maintain and improve the safety of the courts. BSCO seeks a 1/3rd of the total cost to resurface the courts from BSRAD while applying for grants and raising private donations to cover the remaining 2/3rds.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application-Tennis courts.pdf

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No
**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Annual crack sealing and maintenance of $1200 is included in BSCO’s yearly Operations and Maintenance request from BSRAD. No additional funds will be needed for future repairs.

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

BSCO will be applying for matching funds through tennis and court sport specific grants and would benefit from a letter of support from BSRAD to accompany these applications.

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The goal of this project is to create a smooth, safe surface for the community to play a variety of paddle sports, including but not limited to tennis and pickleball. The outcome of this repair is the tennis courts will serve the residents and visitors for approximately an additional decade or more of free, public tennis courts. The Community Park tennis courts (four total) are 2/3rds of the total available courts for public use in Big Sky (two courts are available at the High School). All courts have seen increased use since the removal of two tennis courts from the Big Sky Resort in the summer of 2019. A resurfacing of the Community park tennis courts would greatly improve the quality of courts available to the community and visitors alike.
**Metrics**
Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

BSCO plans to install a counter at the court entrance gate to record the number of users as the key metric. Other key metrics will be feedback from users, and meeting the budget requirements for this project.

**Milestones**
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Milestone #1: resurfacing of the courts and filling existing cracks. Milestone #2: open the courts as soon as possible for safe use.

---

**Articulates Long-Term Vision**
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**
07/15/2021

**Project Completion Date**
08/31/2021

**Longevity of Project**
What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

Using a fictitious scenario: The sidewalk is expected to last 80 years.

The resurfacing of the courts will provide an even, smooth playing surface for at least another decade of safe use.

**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies***

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Provide all-season recreational opportunities
- Preserve & enhance public access to public lands & waterways
- Improve & develop new park spaces & gathering spaces

**Strategy Explanation***

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

This project will improve the existing condition of the tennis court infrastructure and provide a quality recreational experience for Big Sky community members and visitors alike. The courts will also be marked for pickleball use, one of the fastest growing sports in the US.

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment***

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

**People Served***

How many people will this project serve?

8000
Measuring People Served*
How do you plan to track or measure the number of people served?

BSCO recently acquired the property surrounding the tennis courts, providing the ability to install a vehicle counter at the parking lot. We also plan to install a counter at the entrance gate to the tennis courts in order to track the number of users on the courts.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

3500

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

Community members provided feedback and direction for the 2017 BSCO Master Parks Plan and the 2019 BSCO Community Park Master Planning charrette, which showed the high use of the tennis facilities. This community generated information was included in the 2020 BSCO Community Park Master Plan.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration. Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

2

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

BSCO is working with the local Big Sky pickleball and tennis clubs to assist in securing matching funds for 1/3 of the total project price.
**Infrastructure (Development and Construction)**

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000
  
  No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification***

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

  I verify that the application is complete and contains accurate information

**Name of Submitter***

Adam Johnson
Through collecting and processing plastic, cans and compostables, we can reuse materials and move towards becoming a zero waste, environmentally sustainable community.

**Matching**
- **FY22**
  - Resort Tax, 100%
- **FY23**
  - Resort Tax, 100%
- **FY24**
  - Resort Tax, 100%

**Results in future operating and maintenance costs? YES**

**Quality of Proposal**
- **Goals**: The goal is to reduce the quantity of refuse sent from Big Sky to the landfill.
- **Metrics**: Pounds of recycled and composted material.
- **Milestones**: We will collect and share with BSRAD annually the pounds of recycling and compost collected. The first full year of measurement will be 2021 as the bins were installed during the Fall of 2020.

**Partnerships**
- 8 partners

**Demonstrated Need**
- 50,000 People Served
- 3,000 Locals Served

**Articulates Long-Term Vision**
Given the current state of technology, this service requirement will continue into the foreseeable future.

**Supplemental planning documents**: Working on multi-year climate action plans

**Consistent with Community Strategies**
Support high-quality community & emergency services, Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky's DNA as a destination, born out of a visitor economy, Improve & develop new park spaces & gathering spaces, Protect wildlife habitat & natural resources, Protect & enhance our water resources, Work to become a sustainable &

**Core Operations Ratio**
*Core Operations includes Payroll, Benefits, Rent and Mortgage*
## APPLICATION SCORE

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<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
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## PROJECT

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## Scoring Focus

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### Project Funding

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<td>Dues, Fees, Membership, Sales</td>
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<td>COVID-19 Relief</td>
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### Project Expenses FY22

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<td>Rent and Mortgage</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<td>Travel &amp; Training</td>
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<td>Other**</td>
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<tr>
<td><strong>Total</strong></td>
<td>$5,400.00</td>
<td>$5,400.00</td>
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**Payroll and Benefits:** Including, taxes, workers comp, and unemployment

**Rent and Mortgage:** Including utilities, taxes, HOA fees, and property insurance

**Office Expenses:** Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses: Payments to vendors that for 2020 included Yes Compost and Full Circle Recycling. 2021 will likely include...

**Other-Additional Operational Expenses:**
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".
Recycling/Compost Service

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$5,400.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?
This environmental sustainability project would be at risk of failing. The bins installed at the Town Center and Community Park, if not regularly serviced could become objectionably odoriferous and unsightly with overflow.

Category*
Please select the category that best pertains to this project.
Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?
This project commenced during 2020. A collaboration of foundations funded the purchase and installation of four hole bins to collect plastic, cans, compost and trash. The collection and processing of the recyclables plus compost was funded by BSRAD through the Big Sky Rotary Foundation who collaborated with the then forming Big Sky SNO. This year SNO is the applicant.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
Through collecting and processing plastic, cans and compostables, we can reuse materials and move towards becoming a zero waste, environmentally sustainable community.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$5,600.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$6,000.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

   Project Budget_Application.pdf

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

   No. BSRAD funds are used to pay vendors who collect, transport and process the recyclables and compostables.

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

   Yes
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Future costs are estimated above and reflect inflation expectations.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

NA

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal is to reduce the quantity of refuse sent from Big Sky to the landfill. By redirecting refuse to reuse, we move towards an environmentally sustainable community.

Metrics*
Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Pounds of recycled and composted material.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

We will collect and share with BSRAD annually the pounds of recycling and compost collected. The first full year of measurement will be 2021 as the bins were installed during the Fall of 2020. While the large bins
are easily noticed by anyone near them and looking for a disposal, broader awareness of the bins and education on what refuse is compostable will be created with news articles and social media.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

03/05/2020

**Project Completion Date**

12/31/2040

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

Given the current state of technology, this service requirement will continue into the foreseeable future. For example, in the movie Back to the Future the remaining contents of a soda and the can itself were dropped in a receptacle atop a time traveling DeLorean that seemingly could convert all carbon based material into energy. Until a technology is deployed that allows local reuse of refuse, we will likely collect, transport and process refuse outside of our community.

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

In Our Big Sky Executive Summary, Our Natural Environment, this project contributes to "preservation of the surrounding ecosystem" as well as "stewardship" listed in Our Character. SNO will create multi-year Climate Action Plans for Big Sky. We are also using the Mountain IDEAL, green destination certification process to guide our plans. Waste reduction will be one of the components of both.

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.
Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Support independently-owned small businesses
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Improve & develop new park spaces & gathering spaces
- Protect wildlife habitat & natural resources
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

A high-quality community is clean and environmentally sustainable. The bins are located in high foot traffic areas to conveniently serve the community and its visitors. Assuming the convenient locations preclude littering, wildlife and natural resources benefit. By hiring small, Gallatin County service providers we enhance the local economy. Litter free parks and gathering spaces improve the quality of life and the opportunity for recycling/composting demonstrates that locals care about the community and the environment.

Population Served
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Children/Families
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Tourist/Visitor
- Year-Round Residents

People Served*
How many people will this project serve?

50000
**Measuring People Served***
How do you plan to track or measure the number of people served?

If 1,000,000 people pass through Big Sky in a year, perhaps 5% (50,000 people) will utilize the bins? We have no plans to count the actual number as we expect it will be too costly to staff or automate.

**Locals Served***
Of the number of people served provided above, how many live within the District boundaries?

3000

**Community Outreach***
Please explain any community outreach or engagement that has taken place or is planned with this project.

Assuming every local has food or drink in the Town Center and Community Park at some time, all residents will be served. Refuse guides have been provided at the Farmers Market to educate and aid the sorting process. We have publicized the bins in the local news and social media.

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners***
How many partners do you have on this project? If none, enter 0.

8

**Partner List***
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.*

Funding for the bin purchase was provided by The Big Sky Rotary Club Foundation, Moonlight Community Foundation, Republic Services Charitable Foundation, Spanish Peaks Community Foundation and Yellowstone Club Community Foundation. Funding for servicing the bins was provided by BSRAD. The Town Center Owners Association paid for collection of the recyclables from the Town Center bins. The Big Sky Community Organization performs the collection and collating of recyclables for all of the bins.
Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
No

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Blair Mohn
Requesting one-half of the cost to add a trailer for storage of skates and hockey equipment. BSSHA provides this equipment for minimal cost to local children participating in the BSSHA’s hockey programs. The trailer is needed to have the equipment available at the rink.

**Matching Funds & Financial Sustainability**

**FY22**
- Private Donations, 50%
- Resort Tax, 50%

**FY23 & FY24**
Sponsor did not provide future data

Results in future operating and maintenance costs? **NO**

**Partnerships**
- 0 Partners

**Demonstrated Need**
- 100 People Served
- 100 Locals Served

**Articulates Long-Term Vision**
We believe the trailer will have a useful life of at least 20 years.

**Supplemental planning documents:** None

**Consistent with Community Strategies**
Improve and maintain infrastructure, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Provide all-season recreational opportunities, Improve & develop new park spaces & gathering spaces, Work to become a sustainable & resilient community

**Quality of Proposal**

**Goals**: The goal of this project is to have a convenient place to store skates and hockey equipment which we make available to local children who participate in our hockey programs.

**Metrics**: Purchasing trailer

**Milestones**: August 2021-Order Trailer. September 15 2021-Fill Trailer. November 1 2021-Trailer available.

*More detail provided in full application*

**Core Operations Ratio**

- **Core Operations includes Payroll, Benefits, Rent and Mortgage**
- Additional Ops, 0%
- Core Operations, 0%
- Project & Programming, 100%

**Indirect, 0%**

**Direct, 100%**
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### PROJECT

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### Scoring Focus

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<td>Planning</td>
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### Project Name as listed on Project Application:
Equipment Trailer Project

#### Project Funding
*Cash only, not including In-Kind*

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<td>Dues, Fees, Membership, Sales</td>
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#### Project Expenses FY22

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#### Core Operations (Indirect)

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#### Additional Operations (Indirect)

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<tr>
<td><strong>Subtotal</strong></td>
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**Total** $4,600.00 $2,300.00

*Payroll and Benefits*-Including, taxes, workers comp, and unemployment  
*Rent and Mortgage*-Including utilities, taxes, HOA fees, and property insurance  
*Office Expenses*-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

**Project Overview**

**Project Name***
Please use a concise and descriptive project name.  
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

   Equipment Storage Trailer Project

**Amount Requested***
What is the amount you are requesting from Resort Tax for the project listed above?

   $2,300.00

**Funding Impact***
How would this project be affected if Resort Tax funding were not awarded?

   We seek half of the cost needed to obtain a trailer for the storage of skates and hockey equipment used in our youth hockey program. Previously, the BSSHA stored that equipment in a wood shed built by volunteers, but the shed had to be demolished because of the location of the BSCO’s new Community Center. Having a storage capability for program equipment is critical to our youth hockey program because the inventory of skates and equipment that we have built up over-the-years, and provide to local children at a minimal cost, removes a major barrier to participation. Although, in theory, our equipment could be stored off-site, we do not know who would do that for us, and having the equipment in close to proximity to the rink makes the equipment more readily available.

**Category***
Please select the category that best pertains to this project.

   Recreation & Conservation

**Additional Information***
What additional information would you like to share with the District regarding this project?

   None

**Community Messaging***
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
Resort Tax voted to grant the BSSHA one-half of the cost to add a trailer for storage of skates and hockey equipment. BSSHA provides this equipment for minimal cost to local children participating in the BSSHA's hockey programs. The trailer is needed to have the equipment available at the rink.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

BSSHA Project Budget Application--Equipment Trailer Project.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

None.
**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

Not applicable

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

We will be seeking a grant for the other half of the costs for this project and we believe that the foundation we are applying to for money is more likely to grant our application if they learn that Resort Tax will be providing one-half of the funds needed.

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The goal of this project is to have a convenient place to store skates and hockey equipment which we make available to local children who participate in our hockey programs. Providing this equipment at a very low cost helps remove a barrier to participation by making our programs more affordable for the children of families who live and work here. A trailer capable of housing our inventory of children’s equipment and being moved close to the ice rink in season will accomplish that outcome.
Metrics*
Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

The only metric will be whether we were able to purchase a trailer which will provide the storage needed for the equipment used in our youth programs and put it in service.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

- Milestone #1: Order the equipment trailer. Date: No later than August 1, 2021
- Milestone #2: Receive and put our inventory of equipment in it. Date: No later than September 15, 2021
- Milestone #3: Have it available to issue all available equipment to children at the signup/registration for our 2021-22 hockey programs. Date: No later than November 1, 2021.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/15/2021

Project Completion Date*
11/01/2021

Longevity of Project*
What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span.

Using a fictitious scenario: The sidewalk is expected to last 80 years.

We believe the trailer will have a useful life of at least 20 years.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No.
Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Provide all-season recreational opportunities
- Improve & develop new park spaces & gathering spaces
- Work to become a sustainable & resilient community

Strategy Explanation*

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

The Project supports recreational opportunities because our hockey programs involve a larger and larger number of local children each year. We believe, given the cost of living in Big Sky, that one reason for our growth is our program of maintaining an inventory of skates and other equipment to be provided to local children at a minimal cost. That is because this removes a major financial obstacle which would otherwise limit participation by some local children. Having a proper equipment storage trailer which can be kept in close proximity to our rink during the Season fits with this goal of facilitating maximum participation in the recreational opportunities we provide. Also, having affordable recreational options for children of people who work in the Community helps to attract and keep as much of the workforce in Big Sky as possible and, in turn, this makes our Community more resilient.

Population Served

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Local Workforce
- Outdoor Recreationalist
- Residents in Need of Financial Assistance
- Year-Round Residents
People Served*
How many people will this project serve?
100

Measuring People Served*
How do you plan to track or measure the number of people served?
We do not keep track of the number of children who receive our equipment, although we do apply for funding support from Resort Tax and local foundations whenever we need to replenish our inventory of skates and equipment. We think those periodic requests confirm that our equipment is being used.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
100

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.
When children are signed up in the Fall for our hockey programs, we make them aware that we have skates and equipment available for them to use.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration. Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.
1

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

Based upon your definition of a “partner”, Resort Tax would be a partner if they fund this project. In addition, we intend to seek financial contributions from local foundations or individuals to provide half the cost of this project. It should be noted that our equipment program has been very much supported by the Big Sky Community, including YCCF, and SPCF.
**Infrastructure (Development and Construction)**

*Infrastructure*

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

*Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**

Gary Hermann
GLYCOL TANK  
Sponsor: BSSHA  
Amount Requested: $1,750  
Start Date: 9/1/21  
Total Project Cost: $3,500  
Completion Date: 11/15/21  
Score: 84

Requesting one-half of the cost of adding a pressured tank for the storage of glycol used to refrigerate the BSSHA ice rink. This will help the BSSHA reduce operating costs.

Matching Funds & Financial Sustainability

FY22

- Private Donations, 50%
- Resort Tax, 50%

FY23 & FY24

Sponsor did not provide future data

Results in future operating and maintenance costs? NO

Partnerships

0 Partners

Demonstrated Need

3,000 People Served  
1,000 Locals Served

Articulates Long-Term Vision

We believe the tank will have a useful life of 15-20 years.

Supplemental planning documents: No

Consistent with Community Strategies

Improve and maintain infrastructure, Embrace Big Sky's DNA as a destination, born out of a visitor economy. Provide all-season recreational opportunities, Improve & develop new park spaces & gathering spaces, Work to become a sustainable & resilient community

Quality of Proposal

Goals*: The goal of this project is to reduce rink operating costs from lost glycol which is part of the refrigeration system used to make ice for our rink in the Town Center.

Metrics*: We can compare the amount spent year for glycol replacement with the $3100 we spent this past year for glycol replacement.

Milestones*: Milestone #1: Order the tank. Projected Date: September 1, 2021. Milestone #2: Receive and install the tank, make it operational. Projected date: November 15, 2021. Milestone #3: Complete the 2021-22 Season and do take down and determine that, except for replacement of glycol lost before installation of the tank, there is little or no further expense from lost glycol.

*More detail provided in full application*

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage

Additiona Ops, 0%  
Core Operations, 0%

Project & Programming, 100%

Indirect, 0%  
Direct, 100%
## APPLICATION SCORE

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<td>Forecasting Accuracy</td>
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### Scoring Focus

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<td>Planning</td>
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## Project Name as listed on Project Application: Glycol Tank Project

### Project Funding
Cash only, not including In-Kind

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### Project Expenses FY22

#### Project and Programing (Direct)

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**Total** $3,500.00 $1,750.00

---

**Payroll and Benefits**: Including taxes, workers comp, and unemployment

**Rent and Mortgage**: Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**: Including uniforms, postage, supplies, and subscriptions

---

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Glycol Tank Project

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$1,750.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

If we do not install a pressurized Glycol Tank, our labor and material costs will be higher when we set up and take the rink down each year. A pressurized tank will allow us to keep the glycol in our refrigeration pipes throughout the year and, combined with encasement of our pipes in the concrete slab, this will make it unlikely that we will have to add glycol at any time.

Category*
Please select the category that best pertains to this project.

Recreation & Conservation

Additional Information*
What additional information would you like to share with the District regarding this project?

None.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Resort Tax is granting one-half of the cost of adding a pressured tank for the storage of glycol used to refrigerate the BSSHA ice rink. This will help the BSSHA reduce operating costs.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

BSSHA Project Budget Application--Glycol Tank Project.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No.

**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Not applicable.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

We will be seeking a grant for the other half of the costs for this project and we believe that the foundation we are applying to for money is more likely to grant our application if they learn that Resort Tax will be providing one-half of the funds needed.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal of this project is to reduce rink operating costs from lost glycol which is part of the refrigeration system used to make ice for our rink in the Town Center. We believe that a pressurized tank, along with encasement of our refrigeration pipes in a concrete slab will make it less likely to lose glycol in the future and possibly save us $2500 per year.

Metrics*
Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

We can compare the amount spent year for glycol replacement with the $3100 we spent this past year for glycol replacement.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.
Milestone #1: Order the tank. Projected Date: September 1, 2021
Milestone #2: Receive and install the tank, make it operational. Projected date: November 15, 2021
Milestone #3: Complete the 2021-22 Season and do take down and determine that, except for replacement of glycol lost before installation of the tank, there is little or no further expense from lost glycol.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
09/01/2021

Project Completion Date*
11/15/2021

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

We believe the tank will have a useful life of 15-20 years.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.
No.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.
Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Provide all-season recreational opportunities
- Improve & develop new park spaces & gathering spaces
- Work to become a sustainable & resilient community

Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

It supports recreational opportunities because it reduces the costs of operating our ice rink, which is consistent with our long-term strategy of taking steps to make our rink more economically viable and sustainable over the long-term. In other words, we believe in taking steps which, from a cost standpoint, are likely to make our rink operation sustainable by the Community.

Population Served*
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

People Served*
How many people will this project serve?

3000

Measuring People Served*
How do you plan to track or measure the number of people served?

We will continue to keep track of the number of people who sign up for our formal programs (e.g. youth hockey, curling, broomball, etc.). We do not feel it makes sense to have a person at the rink throughout the
date and, as a result, can only estimate the number who use it during open skating or informal hockey. We can measure the amount we spend on glycol before and after installation of the new tank.

**Locals Served***
Of the number of people served provided above, how many live within the District boundaries?

1000

**Community Outreach***
Please explain any community outreach or engagement that has taken place or is planned with this project.

We encourage as many people as possible to use our rink or participate in our programs and thereby gain appreciation for our rink. Letters to past and potential donors soliciting donations usually include information which will inform them of our operational success and growth. We believe that, each year, this strategy helps our organization build upon what we have created (with the financial help of many supporters, including Resort Tax) and helps add to our financial support base.

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner:* An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

**Number of Partners***
How many partners do you have on this project? If none, enter 0.

1

**Partner List***
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

Your definition of a "Partner" includes any organization providing "funding" to achieve the project goals. If Resort Tax grants this request, they will fall within that definition and be our funding "partner". We expect that many of the businesses, individuals, and foundations which have supported us in the past will also be "partners" in our operations funding as well. There is insufficient space to list them all, but the largest are on a schedule attached to our IRS Form 990,
**Infrastructure (Development and Construction)**

**Infrastructure**
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

**Verification**
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**
Gary Hermann
The Montessori Early Childhood Program offers a robust preschool/childcare program with needs-based tuition assistance for 3-5 year olds in the community.

### Quality of Proposal

**Goals**: Provide an affordable, Montessori preschool option to Big Sky families.

**Metrics**: Our measure of success is in our high enrollment and our ability to support those families.

**Milestones**: Each year, our number of enrolled students in our school-year and summer programming has increased. This past school-year we had our largest enrollment in the Montessori Early Childhood program with 25 local students and 5 teachers.

*More detail provided in full application*

### Partnerships

0 Partners

### Demonstrated Need

| 150 People Served | 150 Locals Served |

### Articulates Long-Term Vision

This is a request for the school-year Montessori Early Childhood Program (September 2021-June 2022).

Supplemental planning documents: Strategic Plan

### Consistent with Community Strategies

Support high-quality community & emergency services, Support & enhance social services, Preserve a cohesive, but distinct character throughout the community, Work to become a sustainable & resilient community

### Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage
## APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<td>Community Participation</td>
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<td>Financial Sustainability</td>
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<td>Notable operating budget growth. Sponsor Efficiency worksheet did not include Resort Tax Revenue.</td>
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<td>Track Record</td>
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<td>Efficiency</td>
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<td>Sponsor did not articulate milestones that will occur during project dates. Project summary does not outline specifics.</td>
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<td>Core Operations Ratio</td>
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<td>Demonstrated Need</td>
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<td>Forecasting Accuracy</td>
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<td>Project Budget</td>
<td>RT Request</td>
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<td>Materials and Supplies</td>
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<td>Repairs and Maintenance</td>
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<td>Travel</td>
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<tr>
<td>Other*</td>
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<td>$</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 92,446.20</td>
<td>$</td>
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</table>

| **Core Operations (Indirect)** | | |
| Payroll and Benefits | $ | - | $ | - |
| Rent and Mortgage | $ | - | $ | - |
| **Subtotal** | $ | - | $ | - |

| **Additional Operations (Indirect)** | | |
| Contract Services | $ | - | $ | - |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | $ | - | $ | - |
| Marketing, Advertising, and Communications | $ | - | $ | - |
| Memberships (Industry and Trade Organizations) | $ | - | $ | - |
| Office Expenses | $ | - | $ | - |
| Repairs and Maintenance | $ | - | $ | - |
| Sponsorships | $ | - | $ | - |
| Travel & Training | $ | - | $ | - |
| Other** | $ | - | $ | - |
| **Subtotal** | $ | - | $ | - |

| **Payroll and Benefits** | Including, taxes, workers comp, and unemployment |
| **Rent and Mortgage** | Including utilities, taxes, HOA fees, and property insurance |
| **Office Expenses** | Including uniforms, postage, supplies, and subscriptions |

**Other-Direct Project Expenses:**

**Other-Additional Operational Expenses:**
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

The Montessori Early Childhood Program

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$92,446.20

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

Without the funding, we would not be able to provide the remainder of the tuition assistance currently allocated for the Montessori Early Childhood (preschool) program. If there becomes space available for any additional preschool spots from our waiting list, and any of those applicants require financial aid, we will not be able to offer it without additional BSRAD funding. Our goal as an education nonprofit is to always support working families (based on need) in paying tuition for quality education to ensure that students are never turned away due to an inability to pay.

Category*
Please select the category that best pertains to this project.

Community Development & Social Services

Additional Information*
What additional information would you like to share with the District regarding this project?

The Montessori Early Childhood Program provides year-round, quality childcare and preschool education to 35 local 3-5 year olds in Big Sky. As one of the two preschool programs in Big Sky, our high enrollment numbers speak to how we, in conjunction with Morningstar Learning Center, are meeting a childcare need in the community that serves working families. Childcare is an essential need in this community and capacity is an issue. The existence of both programs successfully provides childcare to all of the Big Sky families in need of this community service. In addition, this year’s tuition is 3 days per week at $10,000 annually, 4 days per week at $12,800 annually, and 5 days per week at $13,800. Similar to last school year, we will be providing up to 44% tuition assistance based on need.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Montessori Early Childhood Program offers a robust preschool/childcare program with needs-based tuition assistance for 3-5 year olds in the community.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$95,681.82

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$99,030.68

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
ECBSRADSpring21ProjectBudget.pdf

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.
Not (at this time) for the 2021-2022 school year.
Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

The Montessori Early Childhood Program is currently in the process of becoming a licensed childcare facility in particular to help create access to other funding sources to offset future operating and maintenance costs. In addition, as our enrollment continues to grow, our payroll and payroll expenses will increase as we hire more staff to meet the student to teacher ratio requirements.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Being recognized and awarded funds by BSRAD further demonstrates to the greater Big Sky community and local organizations that our Montessori Early Childhood program plays an integral role in providing a quality education and childcare option for children ages 3-5 in Big Sky.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal of the tuition assistance project is to provide an affordable, Montessori preschool option to Big Sky families.

Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.
Our measure of success is in our high enrollment and our ability to support those families who seek these childcare options so that no one is turned away for an inability to pay. We offer targeted, need-based, tuition assistance. The Early Childhood Program for next school year anticipates an enrollment of up to 25 students. Currently, we have 11 returning students, and 21 new students enrolling for Fall 2021.

**Milestones***
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Each year, our number of enrolled students in our school-year and summer programming has increased. This past school-year we had our largest enrollment in the Montessori Early Childhood program with 25 local students and 5 teachers.

**Articulates Long-Term Vision**
*Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.*
*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date***
09/07/2021

**Project Completion Date***
06/08/2022

**Longevity of Project***
What is the life span of the project beyond completion?
*In general capital projects have tangible deliverables with a longer life-span.*
*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

This is a request for the school-year Montessori Early Childhood Program (September 2021-June 2022).

**Supplemental Planning Efforts***
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

There is a Strategic Plan for Discovery Academy. This includes a plan to become a licensed childcare provider and to relocate to a building that can better serve the needs of early childhood learning.
**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Support & enhance social services
- Preserve a cohesive, but distinct character throughout the community
- Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

The Montessori Early Childhood Program provides educational enrichment, year-round early childhood offerings, and summer programs that support many sectors of the community to enhance and provide social services. As part of a non-profit, we work diligently to create programming that is accessible and affordable through scholarships and tuition assistance. As one of two early childcare providers, we are integral to preserving our community’s character and supporting its sustainability. While school choice is not specifically outlined in the Big Sky Plan, it creates economic viability in a resort community by employing local residents and providing year-round early childhood programming to 35 children (ages 3-5). In addition, this past fall our Early Childhood Program Director collaborated with local organizations to develop a Big Sky childcare survey that was administered to better understand childcare needs for local families.

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Year-Round Residents

**People Served**

How many people will this project serve?

150
Measuring People Served*
How do you plan to track or measure the number of people served?

The Montessori Early Childhood Program measures the number of people served through student enrollment, the number of local families served, the number of local teachers employed, and businesses served by having an affordable childcare option in Big Sky.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

150

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

We regularly communicate our programming and offerings on our website, on shared community Facebook pages, our social media, in the BSSD#72 newsletter, BSCO communications, and direct email to past and current families. Additionally, through collaborative meetings with area non-profits, we participate in shared planning and informational events for childcare programming.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

0

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

At this time, the Montessori Early Childhood program is solely asking BSRAD to fund tuition assistance for children ages 3-5 for the 2021-2022 school year.
**Infrastructure (Development and Construction)**

**Infrastructure**

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**

Hannah Richardson, Community Outreach Director, Laura MacPherson, Interim Head of School
We are the only public library in this community. We are the only entity capable of providing access to devices capable of accessing the internet and materials for learning, reading, listening and research for locals/visitors. We provide in person/online programs to ensure equitable services to all.

**Matching Funds & Financial Sustainability**

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<thead>
<tr>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
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<tbody>
<tr>
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<td>Resort Tax, 83%</td>
<td>Resort Tax, 83%</td>
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<tr>
<td>Dues, Fees, Membership, Sales, 7%</td>
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<td>Other*, 1%</td>
<td>Other*, 1%</td>
<td>Other*, 1%</td>
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Results in future operating and maintenance costs? YES

**Quality of Proposal**

**Goals***: Our goal is to continue to increase the library’s services in accordance with the growth of our patron usage and community’s needs.

**Metrics***: Success of programs will be dictated by patron usage, feedback, surveys, and online use.

**Milestones***: Creating sustainable library operations since 2000 and continuing to evolve with the ever changing technology world and patron needs.

*More detail provided in full application*

**Partnerships**

2 partners

**Demonstrated Need**

2,677 People Served  2,341 Locals Served

**Articulates Long-Term Vision**

This project is expected to go on indefinitely.

**Supplemental planning documents:** None

**Consistent with Community Strategies**

Support high-quality community & emergency services, Preserve a cohesive, but distinct character throughout the community, Provide residents with cultural opportunities, Provide all-season recreational opportunities, Work to become a sustainable & resilient community

**Core Operations Ratio**

Core Operations includes Payroll, Benefits, Rent and Mortgage
### APPLICATION SCORE

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<tr>
<td>Community Participation</td>
<td>Collaboration</td>
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<td>Financial Sustainability</td>
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<td>Matching Funds</td>
<td>Collaboration</td>
<td>10</td>
<td>0</td>
<td>Less than 1:1 matching funds.</td>
</tr>
<tr>
<td>Quality of Proposal</td>
<td>Efficiency</td>
<td>10</td>
<td>5</td>
<td>Project summary does not outline specifics.</td>
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<tr>
<td>Partnerships</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
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<tr>
<td>Core Operations Ratio</td>
<td>Efficiency</td>
<td>5</td>
<td>3</td>
<td>52% of Core Operations reliance on Resort Tax.</td>
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<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
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<td>Forecasting Accuracy</td>
<td>Planning</td>
<td>5</td>
<td>5</td>
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<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Operations does not provide deliverables that benefit community beyond 1-year lifespan.</td>
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<td>Financial Sustainability</td>
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<td>10</td>
<td>0</td>
<td>83% reliance on Resort Tax in future years.</td>
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<tr>
<td>Efficiency</td>
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<tr>
<td>Planning</td>
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### Project Funding

**Cash only, not including In-Kind**

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<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<tr>
<td>Resort Tax</td>
<td>$87,825.00</td>
<td>$90,459.00</td>
<td>$93,172.00</td>
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<td>Other Public Funding</td>
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<tr>
<td>Private Donations</td>
<td>$3,500.00</td>
<td>$3,605.00</td>
<td>$3,713.00</td>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
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<td>Grants</td>
<td>$3,900.00</td>
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<td>Events</td>
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<td>COVID-19 Relief</td>
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<td>Other*</td>
<td>$1,025.00</td>
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<td>$105,950.00</td>
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### Project Expenses FY22

#### Project and Programing (Direct)

<table>
<thead>
<tr>
<th>Expense</th>
<th>FY22 Budget</th>
<th>FY23 RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
<td></td>
<td></td>
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<tr>
<td>Property Acquisition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td></td>
<td></td>
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<tr>
<td>Materials and Supplies</td>
<td></td>
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<tr>
<td>Repairs and Maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships and Financial Assistance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
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</table>

#### Core Operations (Indirect)

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<tr>
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<th>FY23 RT Request</th>
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</thead>
<tbody>
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<td>$49,200.00</td>
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<td>Rent and Mortgage</td>
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#### Additional Operations (Indirect)

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<th>FY23 RT Request</th>
</tr>
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<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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<td>Marketing, Advertising, and Communications</td>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<td>Sponsorships</td>
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<tr>
<td>Travel &amp; Training</td>
<td>$600.00</td>
<td>$497.34</td>
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<tr>
<td>Other**</td>
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<td>$15,583.32</td>
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<tr>
<td><strong>Subtotal</strong></td>
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<td><strong>42,278.04</strong></td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>105,950.00</strong></td>
<td><strong>87,821.96</strong></td>
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</table>

**Payroll and Benefits**-Including, taxes, workers comp, and unemployment  
**Rent and Mortgage**-Including utilities, taxes, HOA fees, and property insurance  
**Office Expenses**-Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:*

**Other-Additional Operational Expenses: For FY 22 - Programs $5000, Gifts $300 and Capital Expenditures for Books, DVDs, E-books, Reference Books, etc. for $13,500  Total $18,800."
Application Form

*Project Overview*

**Project Name***
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

Big Sky Community Library

**Amount Requested***
What is the amount you are requesting from Resort Tax for the project listed above?

$87,825.00

**Funding Impact***
How would this project be affected if Resort Tax funding were not awarded?

We would have to cut back on all of our purchasing. This includes all new releases, ebooks, audio books, and databases including Rosetta Stone, Kanopy, NY Times and JSTOR. Our hours and programming would be limited, affecting the overall operations of the library and equitable services we provide.

**Category***
Please select the category that best pertains to this project.

Community Development & Social Services

**Additional Information***
What additional information would you like to share with the District regarding this project?

The Big Sky Community Library has grown into a thriving resource and gathering place for the Big Sky community. We have been serving the Community since October of 2000, The Community Library provides library and computer services to locals and visitors to the area. With close to 30,000 circulation items available along with e-books and databases, patrons never go without a book to read or listen to. Rosetta Stone and OverDrive are just two of the popular items available for patron usage. A regular story time, Mondays at 10:30, provides parents an opportunity to expose their children to a variety of materials including Kindles, iPads, Lit Kits etc. Summer Reading programs for all ages are available as well as the first ever One Book Big Sky Book Club for anyone interested. The entire community/visitors are exposed to our expansive resources.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

We are the only public library in this community. We are the only entity capable of providing access to devices capable of accessing the internet and materials for learning, reading, listening and research for locals/visitors. We provide in person/online programs to ensure equitable services to all.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.
$90,459.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.
$93,172.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No
Future Operating Costs
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.
Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Please plan on future operating costs continuing to maintain as it is with the exception of unforeseen additional funding in order to remain functioning.

Matching Funds Assistance
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

N/A

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Our goal is to continue to increase the library’s services in accordance with the growth of our patron usage and community’s needs.
To ensure 21st century learning capabilities are available for our community.
To continue to develop programs that encourage lifelong learning and personal growth.
Adding more materials including physical resources, online resources such as ebooks and audiobooks, databases etc available for all in our community.
**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Success of programs will be dictated by patron usage, feedback, surveys, and online use.

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Creating sustainable library operations since 2000 and continuing to evolve with the ever changing technology world and patron needs.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date***

07/01/2021

**Project Completion Date***

06/30/2022

**Longevity of Project***

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

This project is expected to go on indefinitely.

**Supplemental Planning Efforts***

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

None
Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Preserve a cohesive, but distinct character throughout the community
- Provide residents with cultural opportunities
- Provide all-season recreational opportunities
- Work to become a sustainable & resilient community

Strategy Explanation*

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

- We offer free educational resources to everyone.
- Our library is a safe refuge for everyone including underserved populations.
- We help boost the local economy. We provide a work space for telecommuters, supply free internet access for people looking for employment opportunities.
- The library plays an important role in language learning, particularly, English. Our library provides English language learners with the opportunity to immerse themselves in their new language, whether it be through periodicals, books, audiobooks, or resources online. We offer multilingual books for adults and children.
- We provide history and truth, we provide free access to educational, news, and historical resources. The community library helps keep our community informed with facts.
- We offer community programs such as story hour, summer reading programs, used books sales, author visits and potentially a new presence in BASE.

Population Served

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Part-Time Residents
- Tourist/Visitor
- Year-Round Residents
People Served*
How many people will this project serve?
2677

Measuring People Served*
How do you plan to track or measure the number of people served?
Using our libraries database, we can see how many local patrons who currently have library cards and how many temporary patrons have library cards.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
2341

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.
We offer community programs such as story hour, summer reading programs, used books sales, author visits and potentially a new presence in BASE.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.
2

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

We work together with the Big Sky School District to provide space for the library. We hope to work with BSCO in order to add a library presence in BASE.
Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000
No

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Teri Kendziorski Treasurer Friends of Big Sky Library
The Operating Budget Project supports daily operations of MLC, providing a community investment opportunity for Big Sky's only full-time, state-licensed, year-round childcare and early learning facility.

Matching Funds & Financial Sustainability

**FY22**
- COVID-19 Relief, 6%
- Resort Tax, 7%
- Private Donations, 1%
- Grants, 7%
- Events, 2%

**FY23**
- Resort Tax, 6%
- Private Donations, 1%
- Grants, 7%
- Events, 2%

**FY24**
- Resort Tax, 2%
- Private Donations, 1%
- Grants, 7%
- Events, 2%

Results in future operating and maintenance costs? **NO**

Quality of Proposal

**Goals:** Become a financially sustainable organization over the course of three years. Serve the Big Sky community by offering childcare services to local families.

**Metrics:** Enrollment, length of staff service, staff years of experience.

**Milestones:** Budget Approval Dates (March of each year)

Partnerships

3 partners

Demonstrated Need

175 People Served

170 Locals Served

Articulates Long-Term Vision

MLC is a cornerstone of the Big Sky community and economy. By becoming a sustainable organization, we ensure a stable future for childcare options in Big Sky. The Operating Budget project is expected to last three years, but Morningstar as an organization will serve the community for years to come.

Supplemental planning documents: None, but working on strategic plan and capital improvement plan

Consistent with Community Strategies

Improve and maintain infrastructure, Support high-quality community & emergency services, Support & enhance social services, Work to become a sustainable & resilient community

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage
### APPLICATION SCORE

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<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
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<tr>
<td>Community Participation</td>
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<td>programming to administration ratio</td>
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<td>Track Record</td>
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<td>Core Operations Ratio</td>
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<td>100% Core Operations.</td>
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<td>Demonstrated Need</td>
<td>Efficiency</td>
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<td>Planning</td>
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<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
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<td>5</td>
<td>Operations do not provide deliverables that</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>benefit community beyond 1-year lifespan.</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
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<td>Consistent with Community</td>
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#### Scoring Focus

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<tr>
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<th>Score</th>
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<tr>
<td>Planning</td>
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</table>
Basic Project Budget Template

Project Name as listed on Project Application: Operations Budget

### Project Funding Cash only, not including 1/22 (7/1/21-6/30/22) 22 (7/1/22-6/30/23) 23 (7/1/23-6/30/24)

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<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
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<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Private Donations</td>
<td>$12,500.00</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Corporate Donations &amp; Sponsorships</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Grants</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
<td>$75,000.00</td>
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<tr>
<td>Events</td>
<td>$23,000.00</td>
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<td>$30,000.00</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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<td>COVID-19 Relief</td>
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<td>$0.00</td>
</tr>
<tr>
<td>Other*</td>
<td>$0.00</td>
<td>$0.00</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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<td>$1,150,881.72</td>
<td>$1,201,619.89</td>
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### Project Expenses FY22

#### Project and Programming (Direct)

<table>
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<tr>
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<th>RT Request</th>
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<tr>
<td>Contract Services</td>
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<td>$0.00</td>
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#### Core Operations (Indirect)

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#### Additional Operations (Indirect)

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**Payroll and Benefits-Including, taxes, workers comp, and unemployment**

**Rent and Mortgage-Including utilities, taxes, HOA fees, and property insurance**

**Office Expenses-Including uniforms, postage, supplies, and subscriptions**

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

**Project Name**
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

Operating Budget

**Amount Requested**
What is the amount you are requesting from Resort Tax for the project listed above?

$75,000.00

**Funding Impact**
How would this project be affected if Resort Tax funding were not awarded?

Morningstar Learning Center has worked closely with local foundations to determine the best way to create a sustainable organization. These efforts include paying teachers more and providing better benefits to retain a more qualified staff and adding an administrative position. These investments have led to a budget deficit that we could not cover in the immediate term without support from the resort tax.

MLC has begun implementing scheduled tuition increases that will span the next three years which will eventually cover the budget deficit. However, covering the deficit through tuition increases immediately would be an unreasonable burden on families. As of June 1, 2021, rates will increase only 3% due to the near-simultaneous loss of the $13 tuition discount. Together, these actions result in a 23% increase for families who do not qualify for tuition assistance in the 2021-2022 fiscal year.

**Category**
Please select the category that best pertains to this project.

Community Development & Social Services

**Additional Information**
What additional information would you like to share with the District regarding this project?

We are very excited to be embarking in this new strategic direction. While it creates a deficit in the short term, we know that these investments will enable MLC to become not just a sustainable organization but a thriving one that has innumerable benefits to the community of Big Sky.
**Community Messaging**

Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

The Operating Budget Project supports daily operations of MLC, providing a community investment opportunity for Big Sky’s only full-time, state-licensed, year-round childcare and early learning facility.

---

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$68,000.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$20,250.00

---

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

---

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget Application- Operational Budget.xlsx

---

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No
**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

N/A

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

The Operating Budget is likely to receive a matching grant from YCCF if the District supports this community investment.

---

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The primary goal is to become a financially sustainable organization over the course of three years. In order to provide quality, accessible, affordable child care to Big Sky families, we need a reliable teacher workforce and administrative support. This has required significant investments in our staff, including wage increases and adding an administrative position. Making these investments now, along with gradually increasing tuition rates, will create a stable and sustainable operation within three years.

Another goal is to serve the Big Sky community by offering childcare services to local families. Having a sustainable operation will serve up to 63 local children daily, allowing up to 75 families the opportunity to live and work in Big Sky.

One deliverable is hiring a Center Director, and project outcomes include recruiting and retaining more qualified staff. Once the CD and ED begin, we will be able to focus on goals such as training new staff and long-term strategic planning.
Metrics*
Please list the metrics you will use to measure success.

Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Every month, MLC will actively seek to maximize enrollment in every classroom. Additionally, MLC will continue to seek family and community input to determine the maximum annual number of enrollment dates per month in an effort to serve as many families as possible. MLC will do this by tracking enrollment data as well as our budget deficit to determine if enrollment is increasing and if the deficit is decreasing.

We will also measure staff retention via average length of service to determine if we are retaining staff longer. We will track staff qualifications through years of experience, certifications/degrees, and other accolades held by staff to determine whether the caliber of our staff is increasing.

The incoming Executive Director and soon-to-be-hired Center Director will collaborate on a plan to measure success.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

The major milestones include MLC Budget Approval to determine deficits and funding. The Budget Approval dates are set for March 1, 2022, and March 1, 2023. Depending on information gathered, MLC will implement additional tuition increases June 1, 2022 and June 1, 2023. The main milestone will be achieving a zero deficit for the budget approved on March 1, 2023. This will be achieved by increasing tuition rates and enrollment rates as well as by increasing tuition assistance to make the tuition and enrollment increases possible

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
06/24/2024
Longevity of Project*
What is the life span of the project beyond completion?
*In general capital projects have tangible deliverables with a longer life-span.*
*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

MLC is a cornerstone of the Big Sky community and economy. By becoming a sustainable organization, we ensure a stable future for childcare options in Big Sky. The Operating Budget project is expected to last three years, but Morningstar as an organization will serve the community for years to come.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

Part of the expectations of the incoming Executive and Center Directors is to work with the board to develop a strategic plan and possible capital improvement plans moving forward.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Improve and maintain infrastructure
- Support high-quality community & emergency services
- Support & enhance social services
- Work to become a sustainable & resilient community

Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

By providing affordable childcare, MLC contributes to the infrastructure of Big Sky as a community because families are able to go to work. For this reason and as an early learning center, MLC provides both a community service and a social service. The Operating Budget assistance allows us to work towards a better staffing model, which in turn allow us to invest in the quality of the services we provide.

MLC is essential to Big Sky being a sustainable and resilient community. This was especially apparent during COVID-19, when MLC kept its doors safely open, allowing for the members of our community to continue working.
**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Children/Families
- Local Workforce
- Year-Round Residents

**People Served**

How many people will this project serve?

175

**Measuring People Served**

How do you plan to track or measure the number of people served?

MLC maintains records of all staff and enrolled families. The people served does not include the number of business owners who depend on workers who use our services.

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

170

**Community Outreach**

Please explain any community outreach or engagement that has taken place or is planned with this project.

The majority of MLC’s community outreach has centered around the Tuition Assistance Program as that will most directly affect our families and community members. The Operating Budget Project allows us to continue working towards our mission of providing accessible, affordable childcare, but we feel that the community primarily cares about affordability versus our budget.

**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*
Number of Partners*
How many partners do you have on this project? If none, enter 0.
3

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

MLC is working with Big Sky Relief to increase sustainability with operations including long-term goals that address programming, staffing, and funding.
Moonlight Community Foundation and YCCF are also funders of this work via Big Sky Relief

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
No

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Kelsey Hash
WIA provides access to affordable, virtual, and in-person mental health and substance use disorder counseling for individuals, children, couples, and families. We are able to provide care for individuals in Big Sky who are most in need and who may otherwise not seek or receive help.

**Quality of Proposal**

**Goals**: The goal of WIA's behavioral health program has always been to provide affordable, accessible behavioral health resources and services to those in need in Big Sky.

**Metrics**: Number of individuals served, the total number of client hours, and whether clients are accessing WIA's sliding fee scale.

**Milestones**: WIA expects to improve, expand, and advance counseling care as the community and the need continues to grow.

*More detail provided in full application*

**Partnerships**

5 Partners

**Demonstrated Need**

150 People Served 150 Locals Served

**Articulates Long-Term Vision**

WIA plans to continue building and maintaining partnerships with behavioral health providers throughout Gallatin County to ensure the needs of our community are met, and that cost and stigma are not barriers to accessing care.

**Consistent with Community Strategies**

Support high-quality community & emergency services, Support & enhance social services, Maintain & expand preventative healthcare services

---

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
## APPLICATION SCORE

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<tr>
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<th>Category</th>
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### Project Funding

**Cash only, not including In-Kind**

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### Project Expenses FY22

**Project Name as listed on Project Application:** WIA - Behavioral Health

#### Project and Programing (Direct)

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<th>FY22 RT Request</th>
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#### Additional Operations (Indirect)

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</tbody>
</table>

- **Payroll and Benefits** - Including taxes, workers comp, and unemployment
- **Rent and Mortgage** - Including utilities, taxes, HOA fees, and property insurance
- **Office Expenses** - Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses: N/A

**Other-Additional Operational Expenses: N/A
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

WIA - Behavioral Health

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$51,500.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

WIA would significantly increase asks to community foundations, individual donors, as well as research and apply for additional grants to cover the costs of providing access to behavioral health services at an affordable price for those in need in Big Sky.

Category*
Please select the category that best pertains to this project.

Infrastructure

Additional Information*
What additional information would you like to share with the District regarding this project?

For many years, WIA has been the sole access point for behavioral health services in Big Sky. While the Big Sky Medical Center and others are adding welcomed services, WIA feels that the ongoing, affordable substance use disorder and mental health counseling services that we are able to offer are vitally important for meeting the needs of our community.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

WIA provides access to affordable, virtual, and in-person mental health and substance use disorder counseling for individuals, children, couples, and families. We are able to provide care for individuals in Big Sky who are most in need and who may otherwise not seek or receive help.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for **this project** in FY23 (7/1/22-6/30/23)? If none, enter 0.

$53,050.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for **this project** in FY24 (7/1/23-6/30/24)? If none, enter 0.

$54,650.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

WIA FY22 Project Budget Application.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

N/A

**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

WIA does not anticipate significant increases or changes in future operating costs, unless the behavioral health services offered are no longer meeting demand. WIA’s role in providing affordable and accessible health and counseling care in Big Sky will remain a priority, and associated costs with these services will be reflective of additional behavioral health program developments community-wide.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

N/A

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The goals of this project are ongoing, are considered met when no one seeking services in Big Sky are placed on a wait list, and affordability of services are not a barrier to care.*The goal of WIA's behavioral health program has always been to provide affordable, accessible behavioral health resources and services to those in need in Big Sky. Sourcing the most reliable, affordable professional partners in this program remains a part of our goal in fulfilling the most basic needs of our community's well-being around behavioral and mental health. Deliverables include reaching the target 'audience' in Big Sky to educate them about what we offer, how our programs can help, and the financial assistance involved in getting comprehensive and consistent care.*

Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

WIA’s partner practitioners provide detailed reports monthly including the number of individuals served, the total number of client hours, and whether clients are accessing WIA’s sliding fee scale. Client hours are
closely monitored to ensure services offered are meeting demand, and WIA pays close attention to the year-over-year services rendered, adjusting our practitioners and their services accordingly. We have historically increased counseling services to meet higher demand, and have similarly reduced services or adjusted our platform (in person v. tele-health) when necessary to meet changes circumstances.

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

WIA began partnering with the MSU - Human Development Clinic in 2010, to provide in-person counseling. Since that time, WIA developed an additional partnership with Alcohol and Drug Services of Gallatin County in 2013 to bring substance use disorder counseling and court-ordered treatment to Big Sky. In 2018, WIA added the services of the first Licensed Clinical Psychologist to serve Big Sky through WIA, and introduced a sliding fee scale for eligible clients in need of counseling services. In 2019, demand increased beyond the capacity of a single MSU - HDC intern, so an additional intern was introduced to meet need. In 2020, WIA invited a second private practitioner to use WIA's office spaces for counseling, extended our sliding fee scale for their clients, and finally, in 2021, WIA included Charlie Health’s Big Sky clients accessing their intensive, virtual care.

WIA’s milestones can be measured in the number of clients served, but also through the adaptability we have shown throughout the years to form partnerships as need emerges, and find creative solutions to resource gaps in our community. If our historic growth is a measure of projected milestones, WIA expects to improve, expand, and advance counseling care as the community and the need continues to grow.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.
WIA plans to continue building and maintaining partnerships with behavioral health providers throughout Gallatin County to ensure the needs of our community are met, and that cost and stigma are not barriers to accessing care.

**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

N/A

**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Support & enhance social services
- Maintain & expand preventative healthcare services

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

WIA’s partner practitioners provide high-quality counseling services, addressing anxiety, depression, self-esteem, and substance use disorders. These service providers are vital for our friends and neighbors who may not have the ability to travel into Bozeman to seek care, and are valuable partners for the behavioral health team at Big Sky Medical Center who are able to provide referrals to local resources. In addition to our Behavioral Health programming partially funded by the BSRAD, WIA also provides wellness programs that are preventive measures against future behavioral health needs, including the WIA Wellness Program for Educators, The eight-week Self-Image and Body Compassion Course which premiered in 2020, and the camp scholarship program which provides an opportunity for working families to afford the high-cost of local programming, which keeps kids engaged in positive creative and athletic outlets.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.
**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.
- Businesses (private and public)
- Children/Families
- Local Workforce
- Part-Time Residents
- Residents in Need of Financial Assistance
- Year-Round Residents

**People Served**
How many people will this project serve?
150

**Measuring People Served**
How do you plan to track or measure the number of people served?
WIA’s partner practitioners maintain records, and provide detailed monthly reports containing client hours and individuals served.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?
150

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.
WIA advertises monthly in the Lone Peak Lookout, uses the capabilities of our website as well as digital marketing and social media strategies, print resources, and personal connections for providers with the Big Sky School District, HR Departments, and community service organizations to inform the community. We have also used public spaces with high traffic volume in the past to display informational posters about the services we provide through our counseling resources.

**Partnerships**
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.
**Number of Partners**
How many partners do you have on this project? If none, enter 0.

5

**Partner List**
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.*

- Alcohol and Drug Services of Gallatin County - Substance Use Disorder Counseling Provider
- Katy Fritz, LCSW - Mental Health Counseling Provider
- MSU - Human Development Clinic - Mental Health Counseling Provider
- Big Sky Behavioral Health Coalition - Partners in identifying and addressing gaps in behavioral healthcare, and improving outcomes for Big Sky residents in need
- Charlie Health - Mental Health Counseling Provider

**Infrastructure (Development and Construction)**

**Infrastructure**
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name of Submitter**

Jean Behr
Our vision is to help Big Sky become a stable and livable year-round community for all. By utilizing community resources, BSCFB enhances the food security, health, and dignity of everyone in the Big Sky area.

Matching FY22

Goals*: The goal of the BSCFB is every request for food assistance is met.

Metrics*: Number of food boxes distributed

Milestones*: Reopening the store so our customers can return to a self-choice model of shopping (May or June 2021), renting additional space to expand the food bank and allow a working area for our partners (Summer of 2021). Restart outreach and engagement through the Farmers Market. Partner with Summer Lunch to provide lunches for BSCO and other Big Sky campers. Resume the fundraising events for example the Pancake Breakfast in conjunction with our partner BSCO and their summer race. Build relationships and outreach so we may better address the needs of potential customers who speak Spanish (ongoing). Assist employers in providing resources and information for their seasonal employees.

*More detail provided in full application*

Partnerships

25 partners

Demonstrated Need

800 People Served 576 Locals Served

Articulates Long-Term Vision

The BSCFB has been in operation for nine years. Until affordable housing, healthcare, transportation, childcare, groceries, and mental health services are available for all or wages keep pace with household expenses, a food bank will be a necessary service for the Big Sky community.

Supplemental planning documents: Strategic Plan in progress

Consistent with Community Strategies

Support & enhance social services, Maintain & expand preventative healthcare services, Provide residents with cultural opportunities, Work to become a sustainable & resilient community

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage

Additional Ops, 2%
Project & Programming, 13%
Core Operations, 84%

Direct, 13%
Indirect, 87%
### APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
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<td>5</td>
<td>Good volunteer participation</td>
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<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
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<td>5</td>
<td>42% reliance on Resort Tax. Expense distribution on good trajectory.</td>
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<td>Track Record</td>
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<td>5</td>
<td>Well defined metrics.</td>
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<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
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<tr>
<td><strong>Total-Sponsor</strong></td>
<td></td>
<td><strong>25</strong></td>
<td><strong>20</strong></td>
<td></td>
</tr>
</tbody>
</table>

| PROJECT                         |               |           |       |                                                 |
| Matching Funds                  | Collaboration | 10        | 7     | 1:2 matching funds.                             |
| Quality of Proposal             | Efficiency    | 10        | 10    |                                                 |
| Partnerships                    | Collaboration | 5         | 5     |                                                 |
| Core Operations Ratio           | Efficiency    | 5         | 0     | 84% of expenses are core operations.            |
| Demonstrated Need               | Efficiency    | 10        | 10    |                                                 |
| Forecasting Accuracy            | Planning      | 5         | 5     |                                                 |
| Articulates Long-Term Vision    | Planning      | 10        | 5     | Project life span of 1 year.                   |
| Financial Sustainability        | Planning      | 10        | 10    |                                                 |
| Consistent with Community Strategies | Planning   | 10        | 10    |                                                 |
| **Total-Project**               |               | **75**    | **62**|                                                 |

| OVERALL TOTAL                   |               | **100**   | **82**|                                                 |

### Scoring Focus

<table>
<thead>
<tr>
<th>Scoring Focus</th>
<th>Available</th>
<th>Score</th>
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<td>22</td>
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<tr>
<td>Efficiency</td>
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<tr>
<td>Planning</td>
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<td>30</td>
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## Project Funding

**Cash only, not including In-Kind**

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<tr>
<th></th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<tbody>
<tr>
<td>Resort Tax</td>
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<td>$49,000.00</td>
<td>$52,000.00</td>
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<tr>
<td>Other Public Funding</td>
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<tr>
<td>Private Donations</td>
<td>$75,000.00</td>
<td>$76,000.00</td>
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<tr>
<td>Corporate Donations &amp; Sponsorships</td>
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<tr>
<td>Grants</td>
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<td>$15,000.00</td>
<td>$15,000.00</td>
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<tr>
<td>Events</td>
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<td>$7,000.00</td>
<td>$9,000.00</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
<td></td>
<td>$3,000.00</td>
<td></td>
</tr>
<tr>
<td>COVID-19 Relief</td>
<td>$5,000.00</td>
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<td></td>
</tr>
<tr>
<td>Other*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$145,000.00</td>
<td>$147,000.00</td>
<td>$156,000.00</td>
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</tbody>
</table>

## Project Expenses FY22

### Project and Programing (Direct)

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<thead>
<tr>
<th>Expense</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$300.00</td>
<td></td>
</tr>
<tr>
<td>Property Acquisition</td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
<td>$4,930.00</td>
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<tr>
<td>Materials and Supplies</td>
<td>$2,000.00</td>
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<tr>
<td>Repairs and Maintenance</td>
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<tr>
<td>Scholarships and Financial Assistance</td>
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<td></td>
</tr>
<tr>
<td>Travel</td>
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<td></td>
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<tr>
<td>Other*</td>
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<td><strong>Subtotal</strong></td>
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<td>$6,400.00</td>
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### Core Operations (Indirect)

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<th>Expense</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
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</tr>
<tr>
<td>Rent and Mortgage</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$121,700.00</td>
<td>$40,500.00</td>
</tr>
</tbody>
</table>

### Additional Operations (Indirect)

<table>
<thead>
<tr>
<th>Expense</th>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
<td>$2,000.00</td>
<td></td>
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<tr>
<td>Marketing, Advertising, and Communications</td>
<td></td>
<td></td>
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<tr>
<td>Memberships (Industry and Trade Organizations)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Expenses</td>
<td></td>
<td></td>
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<tr>
<td>Repairs and Maintenance</td>
<td>$1,320.00</td>
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<tr>
<td>Sponsorships</td>
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<td></td>
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<tr>
<td>Travel &amp; Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other**</td>
<td></td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$3,320.00</td>
<td>$1,100.00</td>
</tr>
</tbody>
</table>

### Total

- **Payroll and Benefits** Including, taxes, workers comp, and unemployment
- **Rent and Mortgage** Including utilities, taxes, HOA fees, and property insurance
- **Office Expenses** Including uniforms, postage, supplies, and subscriptions

**Other-Direct Project Expenses**: This amount includes food purchases and volunteer recognition.

**Other-Additional Operational Expenses**: The marketing and advertising are for fundraising expenses. Repairs and maintenance are for vehicle expenses.
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Emergency Food and Social Services

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$48,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

A greater amount of staff time would be utilized for fundraising and outreach to reach the grant amount. This would affect the overall budget increasing the cost to deliver the same amount of services to our community.

Category*
Please select the category that best pertains to this project.

Community Development & Social Services

Additional Information*
What additional information would you like to share with the District regarding this project?

The Big Sky Community Food Bank (BSCFB) delivers emergency food to those struggling to make ends meet in our community. The BSCFB is a zero barrier service and is often the first place a person or family turns to in crisis or need. Lacking the means to pay for food is a symptom of a more complex problem (high housing, transportation, medical or transportation costs to name a few). The staff of BSCFB provides more than just food but a variety of services that are focused on moving people to a more stable situation for example LIEAP, housing assistance, temporary shelter during the warming center months, and mental health services to name a few. Partnerships in our community are the key to our wrap-around service delivery.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
Our vision is to help Big Sky become a stable and livable year-round community for all. By utilizing community resources, BSCFB enhances the food security, health, and dignity of everyone in the Big Sky area.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$49,000.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$52,000.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

Resort tax Project Budget_Application FY22.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

The BSCFB is a dues paying member of the Big Sky Chamber of Commerce.
**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

Yes

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

The project will not create future operating and maintenance costs but the BSCFB will require ongoing assistance from the community to keep the service available.

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

The support of the Big Sky Resort tax by its very nature encourages the community to invest in BSCFB. Donors and Investors see the Resort Tax investment as a worthy cause. The investment and the publicity also brings attention to the service. There will likely come a day that we will outgrow our building and then a push for matching funds to develop a larger food bank would be needed and appreciated.

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

The most measurable tool is the number of food boxes distributed. The goal of the BSCFB is every request for food assistance is met.

**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*
Last year we provided 1,355 food boxes to people in need. From July 1, 2021 to Feb. 28th, 2022 we have provided 865 food boxes. Providing a basic need when food is requested is our metric for success. An additional gauge will be the number of services beyond food that we can provide for our customers. We are preparing to provide a financial opportunity center model to assist with budget counseling. Numbers of customers served in this program will be a measure of our success.

**Milestones**

Milestones for our next fiscal year will include reopening the store so our customers can return to a self-choice model of shopping (May or June 2021). We will be renting additional space to expand the food bank and allow a working area for our partners like WIA (Summer of 2021). Implementing the Financial Opportunity Center Budgeting model for our customers (Summer of 2021). Restart outreach and engagement through the Farmers Market. Partner with Summer Lunch to provide lunches for BSCO and other Big Sky campers. Resume the fundraising events for example the Pancake Breakfast in conjunction with our partner BSCO and their summer race. Build relationships and outreach so we may better address the needs of potential customers who speak Spanish (ongoing). Assist employers in providing resources and information for their seasonal employees.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**

07/01/2021

**Project Completion Date**

06/30/2022

**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

The BSCFB has been in operation for nine years. Until affordable housing, healthcare, transportation, childcare, groceries, and mental health services are available for all or wages keep pace with household expenses, a food bank will be a necessary service for the Big Sky community.
Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

The BSCFB staff and advisory council began the process of a strategic plan in March of 2021. Another step in the process is to gather updated feedback from our customers. A plan will be built and implementation will begin in our next fiscal year 21-22.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support & enhance social services
- Maintain & expand preventative healthcare services
- Provide residents with cultural opportunities
- Work to become a sustainable & resilient community

Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Providing a basic need such as food is a cornerstone of building a resilient community. Food is critical to good health and the ability to participate in a productive way. The BSCFB is a hub of social services with staff making referrals to our partner non-profits in Big Sky and broader Gallatin Valley to improve the lives of our customers. Allowing the community to volunteer at the food bank builds empathy, understanding, and advocacy for those who seek services. Food rescue is an avenue to build greater sustainability in the community. The purchasing power of the BSCFB in buying needed food from grocers and farmers increases the sustainability of our local economy and food network.

Population Served
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
People Served*
How many people will this project serve?
800

Measuring People Served*
How do you plan to track or measure the number of people served?

We request basic household demographic and employment information from everyone who comes to the food bank for assistance. This is entered into a data system so that we can easily measure the number of persons served.

** Locals Served: It can be assumed that our customers who don’t LIVE within BSRAD boundaries do WORK within district boundaries. Additional info: of the Local Served number below, 20% live in Madison County.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
576

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

Our outreach efforts currently include special events, rack cards, a weekly ad in the newspaper, a Facebook page, our website (which now has a language translator on it), BS Chamber membership, regular speaking engagements, and most recently vaccine outreach. We will continue our robust volunteer program which engages our community in a hands-on way.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.
Number of Partners*
How many partners do you have on this project? If none, enter 0.

25

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

Partners in direct customer service: WIA - mental health programs; Skyline; Big Sky Medical Center; all of Big Sky’s faith congregations; all of Big Sky grocery stores; many Big Sky restaurants and bakeries, BSCO - volunteers, deliveries, events, BSSD72 - lunches and info, Discovery Academy - info/Spanish case management, Town Center - info and events, Big Sky Community Housing Trust - Homeowner Ed, Chamber - Navigating Big Sky, VITA, LiEAP, MT Rental Assistance, Warming Center, SNAP

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No

Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Sarah Gaither Bivins
Our programs provide recreational opportunities in the Big Sky Community and the Gallatin Valley. Our great volunteer base allows us to host several events that make a large impact on the community; the event coordinator position will bring more events to the community.

**Matching Funds & Financial Sustainability**

<table>
<thead>
<tr>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues, Fees, Membership, Sales, 30%</td>
<td>Dues, Fees, Membership, Sales, 30%</td>
<td>Dues, Fees, Membership, Sales, 30%</td>
</tr>
<tr>
<td>Resort Tax, 40%</td>
<td>Resort Tax, 40%</td>
<td>Resort Tax, 40%</td>
</tr>
<tr>
<td>Events, 30%</td>
<td>Events, 30%</td>
<td>Events, 30%</td>
</tr>
</tbody>
</table>

Results in future operating and maintenance costs? NO

**Quality of Proposal**

**Goals**: To grow our team and events, in addition to the net income.

**Metrics**: The income from events we host as well fundraisers.

**Milestones**: Golf Tournament, June 9, 2021. BSSEF Ski Ball, winter 2022. We are hosting the NORAM Freeride World Championships in April 2022, this will be a one week event. We are hosting the FIS World Masters Criterium, this is an eight day event in March 2023.

*More detail provided in full application*

**Partnerships**

100 partners

**Demonstrated Need**

1,000 People Served  1,000 Locals Served

**Articulates Long-Term Vision**

This will be a full time annual position.

**Supplemental planning documents**: None

**Consistent with Community Strategies**

Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Provide residents with cultural opportunities, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Work to become a sustainable & resilient community

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
### APPLICATION SCORE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
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<tr>
<td><strong>SPONSOR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Great event attendance and volunteer numbers.</td>
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<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>10</td>
<td>Resort Tax has not been a source of funds consistently. Respectable operating budget growth.</td>
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<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
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<td>Contract Compliance</td>
<td>Efficiency</td>
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<td>Collaboration</td>
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<td>1:1 matching funds.</td>
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<td>Quality of Proposal</td>
<td>Efficiency</td>
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<td>5</td>
<td>Unclear project budget.</td>
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<td>Partnerships</td>
<td>Collaboration</td>
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<td>5</td>
<td></td>
</tr>
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<td>Core Operations Ratio</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Demonstrated Need</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Forecasting Accuracy</td>
<td>Planning</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Articulates Long-Term Vision</td>
<td>Planning</td>
<td>10</td>
<td>5</td>
<td>Project application does not outline clear path to achieve long-term goals. Project does not provide deliverables that benefit community.</td>
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<tr>
<td>Financial Sustainability</td>
<td>Planning</td>
<td>10</td>
<td>0</td>
<td>Annually reliant on Resort Tax at 40%.</td>
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<td><strong>Total-Project</strong></td>
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<td><strong>OVERALL TOTAL</strong></td>
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<td>Planning</td>
<td>35</td>
<td>20</td>
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## Project Funding

<table>
<thead>
<tr>
<th>Cash only, not including In-Kind</th>
<th>FY22 (7/1/21-6/30/22)</th>
<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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</thead>
<tbody>
<tr>
<td>Resort Tax</td>
<td>$20,000.00</td>
<td>$20,000.00</td>
<td>$20,000.00</td>
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<td>Other Public Funding</td>
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<td>Private Donations</td>
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<td>Corporate Donations &amp; Sponsorships</td>
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<td>Grants</td>
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<tr>
<td>Events</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Dues, Fees, Membership, Sales</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>COVID-19 Relief</td>
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<tr>
<td>Other*</td>
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<td></td>
<td></td>
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<td><strong>Total</strong></td>
<td>$50,000.00</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
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## Project Expenses FY22

### Project and Programming (Direct)

<table>
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<tr>
<th>Project Budget</th>
<th>RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
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</tr>
<tr>
<td>Property Acquisition</td>
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</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
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<tr>
<td>Materials and Supplies</td>
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<tr>
<td>Repairs and Maintenance</td>
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</tr>
<tr>
<td>Scholarships and Financial Assistance</td>
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<tr>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$10,000.00</td>
</tr>
</tbody>
</table>

### Core Operations (Indirect)

<table>
<thead>
<tr>
<th>Project Budget</th>
<th>RT Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>$15,000.00</td>
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<tr>
<td>Rent and Mortgage</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$15,000.00</td>
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</tbody>
</table>

### Additional Operations (Indirect)

<table>
<thead>
<tr>
<th>Project Budget</th>
<th>RT Request</th>
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</thead>
<tbody>
<tr>
<td>Contract Services</td>
<td></td>
</tr>
<tr>
<td>Insurance (Liability, D&amp;O, Vehicle, Umbrella, etc)</td>
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</tr>
<tr>
<td>Marketing, Advertising, and Communications</td>
<td></td>
</tr>
<tr>
<td>Memberships (Industry and Trade Organizations)</td>
<td></td>
</tr>
<tr>
<td>Office Expenses</td>
<td></td>
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<tr>
<td>Repairs and Maintenance</td>
<td></td>
</tr>
<tr>
<td>Sponsors</td>
<td></td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td></td>
</tr>
<tr>
<td>Other**</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$ -</td>
</tr>
</tbody>
</table>

**Total** $25,000.00 $20,000.00

---

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Event Coordinator

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$20,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

We would not offer the position. We are creating a full time position from what was previously part time.

Category*
Please select the category that best pertains to this project.

Community Development & Social Services

Additional Information*
What additional information would you like to share with the District regarding this project?

The event coordinator position is needed as the number of events and competitions has increased. These will continue to increase in size tremendously; which entails more resort tax collection. It is a full-time shared position in the amount of 20,000.

Based on the events throughout the 2020-2021 ski season, we were able to compile data to show the impact our events bring to the local community. These numbers are estimates.
https://docs.google.com/spreadsheets/d/1fhtfnio5KOO3GY3pabxy8YzFy8tGywykYVLXcNhY/edit?usp=sharing

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.
Our programs provide recreational opportunities in the Big Sky Community and the Gallatin Valley. Our great volunteer base allows us to host several events that make a large impact on the community; the event coordinator position will bring more events to the community.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$20,000.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$20,000.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

   Project Budget_Application BSSEF-FY22 EC.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

Events we host bring visitors into our community. These tourists spend money on lodging, food and beverage, and local shops in conjunction with Big Sky Resort.
**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

This is not necessary.

---

**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

To grow our team and events, in addition to the net income.

**Metrics**
Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

The income from events we host as well fundraisers.

**Milestones**
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Golf Tournament, June 9, 2021
BSSEF Ski Ball, winter 2022
We are hosting the NORAM Freeride World Championships in April 2022, this will be a one week event.
We are hosting the FIS World Masters Criterium, this is an eight day event in March 2023.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.
This will be a full time annual position.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.
We do not have any long term planning documents relating to this project.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.
Support independently-owned small businesses
Preserve a cohesive, but distinct character throughout the community
Embrace Big Sky's DNA as a destination, born out of a visitor economy
Provide all-season recreational opportunities
Work to become a sustainable & resilient community

**Strategy Explanation**
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Our events bring in athletes, families, and donors to the community.

---

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

**People Served**
How many people will this project serve?

1000

**Measuring People Served**
How do you plan to track or measure the number of people served?

Through athlete event registration and fundraiser income.

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

1000
Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

   Turkey Trot, Ski Ball, Golf Tournement, Movies, PBR Parking volunteer, Raffle

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.  
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

   100

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff's office to provide safety reports.

   BSSEF interacts with a lot of businesses and non-profits with events and fundraisers.

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

   Large Scale: Over $100,000
   No

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.
**Verification**
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information.

**Name of Submitter**
Jeremy Ueland
The Upper Gallatin Nutrient Reduction Plan Implementation projects aim to reduce nitrogen in the Upper Gallatin and West Fork to un-impair local streams not meeting state standards and mitigate algae blooms.

### Quality of Proposal

**Goals:** Improve the health of our local waterways and drinking water supplies by reducing nutrient loading.

Outcomes: Lift state impairments from local streams, mitigate algae blooms and protect drinking water supplies. Design plans to move forward with construction bidding, permitting, and grant writing. Analyses to inform capital improvement plan development, groundwater discharge permitting and disposal locations, negotiations with the BSWSD with respect to treatment costs vs expanded disposal benefit, and estimate impact/connection fee

Deliverables: 95% design plans for wetland treatment system. An inventory of septic systems in the canyon, preliminary impact/connection fee estimates, and a PER grant submitted to the MT DNRC

**Metrics:** Milestones completed, an increase of new landowners to the district, Lbs of nitrogen reduced to the West Fork and Gallatin

**Milestones:**
- March: 95% Design plans completed;
- March - June: Developing fundraising plan for construction;
- September 1st: Infrastructure Inventory and Assessment completed
- October 15th: Infrastructure phasing plan, cost share coordination, preliminary impact/connection free estimate; May 15th: PER Grant submitted to MT DNRC

*More detail provided in full application*

<table>
<thead>
<tr>
<th>Partnerships</th>
<th>Demonstrated Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 partners</td>
<td>3000 People Served</td>
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</tbody>
</table>

### Articulates Long-Term Vision

Both of these project requests will inform the next phase of work for each project. Plans and assessments may need to be updated if not acted upon within 5 years or so.

**Supplemental planning documents:** Big Sky Sustainable Watershed Stewardship Plan, Gallatin River Task Force Strategic Plan FY22-25, Upper Gallatin Nutrient Assessment and Reduction Plan

### Consistent with Community Strategies

Promote the development of affordable housing, improve and maintain infrastructure, protect & enhance our water resources, Work to become a sustainable & resilient community

### Core Operations Ratio

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
## Application Score

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPONSOR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Participation</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
<td>Great event participation and volunteer participation</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Collaboration</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Track Record</td>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td>Excellent work supporting newly formed Water &amp; Sewer District</td>
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<tr>
<td>Contract Compliance</td>
<td>Efficiency</td>
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<td></td>
</tr>
<tr>
<td><strong>Total-Sponsor</strong></td>
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<td><strong>PROJECT</strong></td>
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</tr>
<tr>
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<td>Collaboration</td>
<td>10</td>
<td>0</td>
<td>Less than 1:1 matching funds.</td>
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<tr>
<td>Quality of Proposal</td>
<td>Efficiency</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Partnerships</td>
<td>Collaboration</td>
<td>5</td>
<td>5</td>
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<td>5</td>
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### Project Name as listed on Project Application: Nitrogen Reduction Plan Implementation Projects

#### Project Funding

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#### Project Expenses FY22

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<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
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<td><strong>Subtotal</strong></td>
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<td>$86,567.00</td>
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| Core Operations (Indirect)      |                |            |
| Payroll and Benefits            |                |            |
| Rent and Mortgage               |                |            |
| **Subtotal**                    | $-             | $-         |

| Additional Operations (Indirect)|                |            |
| Contract Services               |                |            |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) |        |            |
| Marketing, Advertising, and Communications |          |            |
| Memberships (Industry and Trade Organizations) |      |            |
| Office Expenses                 |                |            |
| Repairs and Maintenance         |                |            |
| Sponsorships                    |                |            |
| Travel & Training               |                |            |
| **Other**                       |                |            |
| **Subtotal**                    | $-             | $-         |
| **Total**                       | $102,134.00    | $86,567.00 |

**Payroll and Benefits**—Including, taxes, workers comp, and unemployment

**Rent and Mortgage**—Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**—Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Project Overview

Project Name*
Please use a concise and descriptive project name.
Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Upper Gallatin Nutrient Reduction Plan Implementation Projects

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$86,567.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

If Resort Tax funding were not awarded, we would attempt to find other sources of funding to support these projects. It is likely that the Canyon District Support portion of this request would be delayed a year.

We are at conceptual designs for the wetland treatment system (Cost estimates are -20%, +40%) so our ability to forecast construction for final design and associated resort tax request in FY23 is limited.

Category*
Please select the category that best pertains to this project.
Infrastructure

Additional Information*
What additional information would you like to share with the District regarding this project?

This request is for two projects that our outlined in the Upper Gallatin Nutrient Reduction Plan: 1) moving forward design for a wetland treatment system at a groundwater spring, and 2) Gallatin Canyon Water and Sewer District support (District), which will cover activities outside of operations to support additional needs to develop wastewater treatment and disposal infrastructure and expand the district outside of the four initial landowners. Our financial forecasts are developed from conceptual designs for the wetland treatment system that have an accuracy of -20%/+40% so our forecasts for future resort tax request may not be very accurate.

Budget Request Breakdown Per Project
Wetland Treatment Design: $9K
District Support: $60K
Direct Payroll/Benefits: $15,567
**Community Messaging**

Please provide a brief (1-2 sentence) description of *this project* for community messaging purposes.

The Upper Gallatin Nutrient Reduction Plan Implementation projects aim to reduce nitrogen in the Upper Gallatin and West Fork to un-impair local streams not meeting state standards and mitigate algae blooms.

---

**Forecasting Accuracy**

*In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.*

**FY23 Request**

How much do you anticipate requesting from Resort Tax for *this project* in FY23 (7/1/22-6/30/23)? If none, enter 0.

$200,000.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for *this project* in FY24 (7/1/23-6/30/24)? If none, enter 0.

$100,000.00

---

**Financial Sustainability, Reliance, Matching Funds**

*The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.*

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

Nutrient Reduction Plan Implementation Projects Budget_Application.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*
Potentially. Depending on the timing of the canyon setting up its governance structure and ability to manage projects, some of the District request could be passed through to the District.

**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No

**Plan for Future Costs**

If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.*

This phase of the project will not result in future operating and maintenance costs

**Matching Funds Assistance**

How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.*

As we identify future funding sources, we would appreciate letters of support.

**Quality of Proposal**

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

Goals: The long-term goals of these projects are to improve the health of our local waterways and drinking water supplies by reducing nutrient loading.

Outcomes: Long-term: Lift state impairments from local streams, mitigate algae blooms and protect drinking water supplies. Short-term:

Wetland: design plans to move forward with construction bidding, permitting, and grant writing. District: analyses to inform capital improvement plan development, groundwater discharge permitting and disposal
locations, negotiations with the BSWSD with respect to treatment costs vs expanded disposal benefit, and estimate impact/connection fee

Deliverables: Wetland: 95% design plans for wetland treatment system, District: an inventory of septic systems in the canyon to identify opportunities for connection and potential for groundwater disposal of treated wastewater, preliminary impact/connection fee estimates, and a PER grant submitted to the MT DNRC

**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

Milestones completed, an increase of new landowners to the district, Lbs of nitrogen reduced to the West Fork and Gallatin

**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

**Wetland:**
- March: 95% Design plans completed
- March - June: Developing fundraising plan for construction

**District**
- September 1st: Infrastructure Inventory and Assessment completed
- October 15th: Infrastructure phasing plan, cost share coordination, preliminary impact/connection fee estimate
- May 15th: PER Grant submitted to MT DNRC

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

**Project Start Date**
07/01/2021

**Project Completion Date**
05/31/2022
**Longevity of Project**

What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

Both of these project requests will inform the next phase of work for each project. Plans and assessments may need to be updated if not acted upon within 5 years or so.

---

**Supplemental Planning Efforts**

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

- Big Sky Sustainable Watershed Stewardship Plan
- Gallatin River Task Force Strategic Plan FY22-25
- Upper Gallatin Nutrient Assessment and Reduction Plan

---

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Promote the development of affordable housing
- Improve and maintain infrastructure
- Protect & enhance our water resources
- Work to become a sustainable & resilient community

---

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Promote affordable housing: Providing central sewer to Gallatin Canyon will potentially open up affordable housing opportunities

Improve and maintain infrastructure: The district project will lead to improved wastewater treatment and disposal infrastructure in Gallatin canyon

Protect & enhance our water resources: The wetland treatment project will be one of the most impactful projects in the Upper Gallatin Nutrient Reduction Plan resulting in an estimated reduction of 500 to 550 lbs of nitrogen removed from the West Fork.
Work to become a sustainable & resilient community: The development of groundwater discharge as a recycling option for treated wastewater effluent will build resilience of community water supplies against periods of drought and climate change.

Population Served
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.
- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Residents in Need of Financial Assistance
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

People Served*
How many people will this project serve?
3000

Measuring People Served*
How do you plan to track or measure the number of people served?
Keep up to date on the estimates for the population and visitors of Big Sky from the Big Sky Chamber.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
3000

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.
The Nutrient Reduction Plan is a cornerstone of our strategy to improve water quality. We are creating a series of educational materials focused on informing residents about projects large and small, from infrastructure upgrades to Trout-Friendly Landscaping. These materials will outline our solutions-based approach to the water resource challenges facing our community, while detailing the blueprint for protecting the Gallatin River and will be shared through all our communications channels.

**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

5

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

- Gallatin Canyon Water and Sewer District: We will be working hand and hand with the district on all aspects of the District project
- Big Sky Water and Sewer District: Guidance on wastewater management and assessments and negotiations on connection fees
- Big Sky Owners Association: Potential partner pending their direction on the Little Coyote pond project
- Montana Bureau of Mines and Geology: time, expertise, and data
- Gallatin County Health Department: septic system records

**Infrastructure (Development and Construction)**

*Infrastructure*

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000*

No
**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification**

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information.

**Name of Submitter**

Kristin Gardner
We will develop a state-of-the-art Wildlife and Transportation Conflict Assessment along US-191 from Gallatin Canyon to West Yellowstone, and Lone Mountain Trail, to lay the groundwork for best management practices to protect wildlife and human safety in the face of regional traffic growth.

**Matching Funds & Financial Sustainability FY22**

- Grants, 13%
- Resort Tax, 43%
- Other Public Funding, 43%

Results in future operating and maintenance costs? NO

**Articulates Long-Term Vision**

The Assessment will synthesize knowledge of wildlife-vehicle interactions based on myriad data sources and stand as a decision-making resource for the foreseeable future.

**Supplemental planning documents:** Draft Envision Gallatin County Growth Plan, MDT US-191 Corridor Study (Oct 2020).

**Consistent with Community Strategies**

Improve and maintain infrastructure, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Preserve & enhance public access to public lands & waterways, Protect wildlife habitat & natural resources, Work to become a sustainable & resilient community

**Partnerships**

2 partners

**Demonstrated Need**

8000 People Served  3000 Locals Served

**Quality of Proposal**

*Goals:*

a) Lay the groundwork for implementation of best management practices to protect wildlife and human safety in the face of unprecedented regional traffic growth.
b) Provide residents and officials of communities along US-191 with essential tools to guide decision-making. c) Enable public agencies to prioritize win-win design in future road redevelopment.

*Metrics:*

Community Engagement (numbers of the following): a) ROaDs (Roadkill Observation and Data System) cell phone app observations recorded, and citizen science participants b) Online comments gathered c) In-person comments gathered via outreach events and formal, public meetings c) Newsletters developed d) Outreach provided to homeowner's associations, local businesses and organizations, including schools* d) Email list participants

Assessment: a) Existing data compiled b) Literature review completed c) Input gained from Technical Advisors d) Input gained from Citizen Advisors e) Citizen science ROaDs app data, on-line and in-person map input included f) Prospective mitigation sites identified g) Site evaluation with Technical and Citizen Advisors: decision-making matrix applied at each site h) Synthesis report developed

*Milestones:*

A. Agency Involvement
B. Citizen Engagement
C. Assessment

*More detail in full Application*
### APPLICATION SCORE

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**Scoring Focus**

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**Project Name as listed on Project Application:** US-191 Wildlife and Transportation Conflict Assessment: Preparing for Continued Growth

### Project Funding

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### Project Expenses FY22

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#### Core Operations (Indirect)

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#### Additional Operations (Indirect)

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<td>Contract Services</td>
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**Payroll and Benefits:** Including, taxes, workers comp, and unemployment  
**Rent and Mortgage:** Including utilities, taxes, HOA fees, and property insurance  
**Office Expenses:** Including uniforms, postage, supplies, and subscriptions.

---

*Other-Direct Project Expenses: This figure consists of salary for staff time devoted directly to developing the Wildlife & Transportation Conflict Assessment: Road Ecologist (12 wks); Spatial Ecologist (4 wks); Communications and Outreach Personnel (8 wks).

**Other-Additional Operational Expenses:** This figure reflects 18% overhead (management team, accounting, etc) of the $65,000 that is the Center for Large Landscape Conservation’s portion of the budget; MSU-Western Transportation Institute participation ($50,000) will be supported by SURTCOM (Small Rural, Urban, and Tribal Center on Mobility) funds.
**Project Overview**

**Project Name**

Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".*

US-191 Wildlife and Transportation Conflict Assessment: Preparing for Continued Growth

**Amount Requested**

What is the amount you are requesting from Resort Tax for the project listed above?

$50,000.00

**Funding Impact**

How would this project be affected if Resort Tax funding were not awarded?

Resort Tax funding will enable us to leverage $50,000 in federal matching funds from SURTCOM (Small Rural, Urban and Tribal Center on Mobility, a tri-university consortium whose mandate includes land use and transportation planning) and access leading expertise in road ecology through the MSU-Western Transportation Institute (WTI). For over 10 years, the Center and WTI have collaborated to study and design win-win solutions for the impacts of roads on human safety and wildlife.

We will use a methodology our team has applied in Teton County, Wyoming (including US-191) and on the Blackfeet Indian Reservation to develop a robust and publicly-vetted assessment and mitigation plan for wildlife-vehicle conflicts near Big Sky. The assessment will serve as a foundational step in road redevelopment planning and prepare Big Sky for implementation opportunities. Please note the upcoming federal transportation bill has bipartisan support for programs to reduce wildlife-vehicle conflict.

**Category**

Please select the category that best pertains to this project.

Infrastructure

**Additional Information**

What additional information would you like to share with the District regarding this project?

Roads sever intact landscapes and serve as one of the greatest threats to wildlife habitat connectivity. Historically, Montana's iconic species moved freely to and from Yellowstone National Park and habitat in the 1.8-million-acre Gallatin National Forest. This movement is now threatened by higher traffic volumes, road noise, and reduced habitat quality along US-191. Wildlife along busier roads also pose a greater risk to human
safety, affecting residents, commuters, and tourists. State Farm insurance ranks Montana second highest in the U.S for risk of wildlife-vehicle collision.

Measures to mitigate wildlife-vehicle collisions have been used in Europe since the 1950s and are now regular features in Wyoming, Arizona, and Nevada, among other states. The Center recently carried out a habitat connectivity analysis of the Custer-Gallatin National Forest and is poised to help Big Sky achieve its vision of “a community actively working to grow, while...preserv[ing] its natural ecosystem.”

**Community Messaging**  
Please provide a brief (1-2 sentence) description of the project for community messaging purposes.

We will develop a state-of-the-art Wildlife and Transportation Conflict Assessment along US-191 from Gallatin Canyon to West Yellowstone, and Lone Mountain Trail, to lay the groundwork for best management practices to protect wildlife and human safety in the face of regional traffic growth.

**Forecasting Accuracy**  
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**  
How much do you anticipate requesting from Resort Tax for the project in FY23 (7/1/22-6/30/23)? If none, enter 0.  
$0.00

**FY24 Request**  
How much do you anticipate requesting from Resort Tax for the project in FY24 (7/1/23-6/30/24)? If none, enter 0.  
$0.00

**Financial Sustainability, Reliance, Matching Funds**  
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**  
Download the provided worksheet, complete, save, and upload.  
CLICK HERE TO DOWNLOAD WORKSHEET  
CLLC_FY22_Project Budget_Application.xlsx
Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

MSU-Western Transportation Institute (WTI) houses global experts in road ecology who will serve as consultants to the project and provide their expertise to the analysis and ground-truthing of potential mitigation sites. The project budget includes consulting time for Rob Ament, M.S., WTI Road Ecology Program Manager, Marcel Huijser, Ph.D., Road Ecology Research Scientist, and Matt Blank, Ph.D., Civil Engineering Research Scientist, who specializes in aquatic passage. Drawing upon the depth of knowledge of these individuals, who have achieved renown in the field of road ecology and are sought-after consultants, will enable us to provide a robust assessment that draws upon the best-available knowledge.

It is our understanding that Resort Tax funds support the Big Sky Transportation District. David Kack, who serves as District Coordinator, is the Director of the MSU-Western Transportation Institute.

Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Our project will result in a Wildlife and Transportation Conflict Assessment for use by the community, county officials, and agency representatives to determine next steps. Scheduled at least 5 years in advance of construction, Montana highway projects are paid for by federal (87%) and state (13%) funds. Multiple federal programs support road redevelopment. The Assessment will lay the groundwork for future implementation via a mix of federal and state—and, possibly, limited private—funds.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Resort Tax funding will enable us to leverage $50,000 in federal matching funds via SURTCOM (Small Rural, Urban and Tribal Center on Mobility) to develop the Assessment.

Because some of US-191 will enter MT Dept. of Transportation (MDT) redesign planning, now is an ideal time to provide robust information on wildlife-vehicle conflict. Implementation is largely supported by federal/state allocations; greater knowledge and community support are key for MDT to carry out wildlife accommodations.
Quality of Proposal

The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Our goal is to develop a state-of-the-art Wildlife and Transportation Conflict Assessment for terrestrial and aquatic species along US-191 from Gallatin Canyon to West Yellowstone, and along Lone Mountain Trail, to:

a) Lay the groundwork for implementation of best management practices to protect wildlife and human safety in the face of unprecedented regional traffic growth.

b) Provide residents and officials of communities along US-191 with essential tools to guide decision-making.

c) Enable public agencies to prioritize win-win design in future road redevelopment.

The Assessment report will identify top locations for site-specific design and include cost-benefit analysis of roadside warning signs (low cost, low efficacy), animal detection systems (high cost, medium to low efficacy), and physical crossing structures such as culverts, bridges, underpasses, and overpasses (high cost, high efficacy) for terrestrial and aquatic wildlife passage.

Metrics*

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Our primary metric of success will be our ability to develop a robust and publicly-vetted Wildlife and Transportation Conflict Assessment with input from Technical and Citizen Advisors that increases the ability of decision-makers and agencies to improve outcomes for human safety and ecological connectivity.

To achieve this goal, we will monitor and track a number of indicators for i) community engagement and ii) development of a well-researched Assessment. These include:

Community Engagement (numbers of the following):

a) ROaDs (Roadkill Observation and Data System) cell phone app observations recorded, and citizen science participants

b) Online comments gathered

c) In-person comments gathered via outreach events and formal, public meetings

c) Newsletters developed

d) Outreach provided to homeowner’s associations, local businesses and organizations, including schools*

d) Email list participants

[*We will offer area teachers the option to participate in the Winning for Wildlife curriculum to broaden participation and supplement outreach to younger community members.]
Assessment:
  a) Existing data compiled
  b) Literature review completed
  c) Input gained from Technical Advisors
  d) Input gained from Citizen Advisors
  e) Citizen science ROaDs app data, on-line and in-person map input included
  f) Prospective mitigation sites identified
  g) Site evaluation with Technical and Citizen Advisors: decision-making matrix applied at each site
  h) Synthesis report developed

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

A. Agency Involvement
  2. Quarterly agency working group meetings: Fall 2021-Spring 2022. Share findings and advance objectives.

B. Citizen Engagement
  1. Citizen Science Data Collection: Ongoing-Spring 2022. Train community members in the Roadkill Observation and Data System (ROaDs) cell phone app to gather a year of data on live wildlife use and roadkill along US-191 and Lone Mountain Trail.
  2. Interactive, Online Map for Citizen Input: Spring-Fall 2021. Raise awareness of opportunity for input via outreach to homeowner’s associations, businesses, and organizations.
  4. Public Meetings: Fall/Winter 2021 and Spring 2022. Host 2 formal public meetings in each of Gallatin Gateway, Big Sky and West Yellowstone to i) outline project goals and gather input (Fall/Winter) and ii) share preliminary results (Spring).
  5. Citizen Advisors: Fall 2021-Spring 2022. Engage community leaders to share insights and engage with Technical Advisors.

C. Assessment
  2. Incorporate local knowledge gathered via use of the ROaDs app and an Interactive, Online Map, as well as through In-person Outreach and Public Meetings. Winter-Spring 2022.
  3. Visit field sites with community leaders and public agency representatives. Evaluate sites based on a matrix of safety risk, wildlife connectivity value, engineering feasibility, and landscape context. Spring 2022.
Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
01/15/2021

Project Completion Date*
06/30/2022

Longevity of Project*
What is the life span of the project beyond completion?
*In general capital projects have tangible deliverables with a longer life-span.
*Using a fictitious scenario: The sidewalk is expected to last 80 years.

The Assessment will synthesize knowledge of wildlife-vehicle interactions based on myriad data sources and stand as a decision-making resource for the foreseeable future. It will incorporate 10 years of crash and carcass data, information from our connectivity assessment of the surrounding National Forest, citizen science and expert understanding to identify areas of greatest wildlife-vehicle conflict. It will also evaluate the costs and benefits of solutions for reducing these conflicts.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

The draft Envision Gallatin County Growth Plan describes protection of “critical wildlife migration corridors” and describes US-191 near Big Sky as an area to “avoid creating impediments to wildlife movement and migration” with a goal of “minimiz[ing] fragmentation and loss of habitat”.

The MDT US-191 Corridor Study (Oct 2020) found 24% of crashes (from Four Corners to Beaver Creek) are due to wildlife and suggests cooperation with partners to achieve wildlife accommodation measures.

Consistent With Community Strategy
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.
Improve and maintain infrastructure  
Embrace Big Sky’s DNA as a destination, born out of a visitor economy  
Preserve & enhance public access to public lands & waterways  
Protect wildlife habitat & natural resources  
Work to become a sustainable & resilient community

**Strategy Explanation***

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Wildlife-based recreation is part of Big Sky’s recreation-based economy, and Montana’s iconic species are part of the community’s character “rooted in its relationship to the surrounding national forest.” Big Sky’s development boom and growing summer and winter visitation underscore the need for infrastructure that not only provides for visitor, commuter, and residential safety, but also protects intact habitat.

We propose a strategy to achieve wildlife-friendly access to Big Sky for the benefit of people and wildlife long-term. By integrating safe passage for terrestrial and aquatic species into anticipated changes to US-191, wildlife-vehicle collisions (WVCs) can be vastly reduced. Movement between summer and winter ranges, fidelity to long-established migration routes, and high wildlife densities make US-191’s surroundings critical for many species. Well-designed mitigation options can nearly eliminate WVCs while improving the resiliency of infrastructure to climate events.

---

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment***

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Local Workforce
- Outdoor Recreationalist
- Part-Time Residents
- Tourist/Visitor
- Wildlife and Natural Environment
- Year-Round Residents

**People Served***

How many people will this project serve?

- 8000

**Measuring People Served***

How do you plan to track or measure the number of people served?
Through our project, we are working to serve the communities of Big Sky, Gallatin Gateway and West Yellowstone. We estimate a figure of 8000 through their populations, plus 2500 regular commuters. Should implementation progress, our project will benefit all passengers within the 2000-11000 (average) daily vehicles traveling along US-191, and 2500-9000 along Lone Mountain Trail.

Under Measures of Success, we describe how we will track the number of people we reach through community engagement.

**Locals Served**

Of the number of people served provided above, how many live within the District boundaries?

3000

**Community Outreach**

Please explain any community outreach or engagement that has taken place or is planned with this project.

Our early goal has been to engage enthusiastic community members to participate in citizen science data gathering via outreach to Big Sky Resort, Spanish Peaks Mountain Club, Yellowstone Club, the Big Sky Hikers, and Bear Smart Big Sky (social media). Along with upcoming in-person outreach at summer events and formal public meetings, we are setting up an interactive, online map and e-newsletter to circulate widely, in order that our project is highly-transparent and readily accessible.

**Partnerships**

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

*Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.*

**Number of Partners**

How many partners do you have on this project? If none, enter 0.

2

**Partner List**

Please list all project partners and briefly explain their roles and responsibilities.

*Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.*

The Center: Project management, outreach, citizen science. Regional experts in ecological connectivity, with staff road and spatial ecologists serving as primary project implementers.

MSU-Western Transportation Institute: Partner in funding; sharing consultants (global experts) in road ecology, stream crossings, and cost-benefit analysis.
N.B. We are inviting Gallatin County, USFS, MDT, FWP, NPS, other organizations (GRTF, TU) and community stakeholders to serve as project advisors.

**Infrastructure (Development and Construction)**

Infrastructure*

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

*Large Scale: Over $100,000

No

**Application Verification**

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click **Submit Application** you will no longer be able to edit your application.

**Verification***

Incomplete applications may not be considered for funding. It is the applicant's responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

**Name ofSubmitter***

Deb Davidson
BSSEF is in partnership with Resort Tax. Our programs provide recreational opportunities in the Big Sky Community and the Gallatin Valley. Our great volunteer base allows us to host several events that make a large impact on the community.

Matching Funds & Financial Sustainability  
FY22

**Sponsor did not provide future data**

Results in future operating and maintenance costs? **YES**

Partnerships

10 partners

Demonstrated Need

2,000 People Served  250 Locals Served

Articulates Long-Term Vision

This equipment is expected to last between one and four years.  
**Supplemental planning documents:** None

Consistent with Community Strategies

Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Provide residents with cultural opportunities, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Work to become a sustainable & resilient community

Quality of Proposal

**Goals**: The goal of this project is to hold safe and successful events using the necessary and proper equipment.

**Metrics**: Number of athletes we host in the coming years.

**Milestones**: We are hosting the NORAM Freeride World Championships in April 2022, this will be a one week event. We are hosting the FIS World Masters Criterium, this is an eight day event in March 2023.

*More detail provided in full application*

Core Operations Ratio

Core Operations includes Payroll, Benefits, Rent and Mortgage

BSRAD FY22 PROJECT BINDER
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### Scoring Focus

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### Project Funding

**Cash only, not including In-Kind**

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### Project Expenses FY22

#### Project and Programming (Direct)

- **Contract Services**
- **Property Acquisition**
- **Marketing, Advertising, and Communications**
- **Materials and Supplies**: $ 5,000.00
- **Repairs and Maintenance**: $ 5,000.00
- **Scholarships and Financial Assistance**: $ 2,500.00
- **Travel**
- **Other**: $ 6,750.00
- **Subtotal**: $ 19,250.00

#### Core Operations (Indirect)

- **Payroll and Benefits**
- **Rent and Mortgage**
- **Subtotal**: $ -

#### Additional Operations (Indirect)

- **Contract Services**
- **Insurance (Liability, D&O, Vehicle, Umbrella, etc)**: $ 1,000.00
- **Marketing, Advertising, and Communications**: $ 10,000.00
- **Memberships (Industry and Trade Organizations)**
- **Office Expenses**: $ 1,000.00
- **Repairs and Maintenance**: $ 1,500.00
- **Sponsorships**
- **Travel & Training**
- **Other**
- **Subtotal**: $ 13,500.00

**Total**: $ 32,750.00

---

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Equipment

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$42,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

We would have to spread out our needed safety equipment purchases over multiple years.

Category*
Please select the category that best pertains to this project.

Infrastructure

Additional Information*
What additional information would you like to share with the District regarding this project?

BSSEF has applied for grants from the Kelly Brush Foundation, and has received them in the past, BSSEF will match the donation. We are asking Resort Tax to match the amount given by Kelly Brush Foundation and BSSEF. This needed equipment upgrade will secure future events for the next few years.

Based on the events throughout the 2020-2021 ski season, we were able to compile data to show the impact our events bring to the local community. These numbers are estimates.

https://docs.google.com/spreadsheets/d/1fhtfniO5KO03GY3pabxpYFzWy8tGYpDwykYVLXcNhY/edit?usp=sharing

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

BSSEF is in partnership with Resort Tax.
Our programs provide recreational opportunities in the Big Sky Community and the Gallatin Valley. Our great volunteer base allows us to host several events that make a large impact on the community.

**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for **this project** in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for **this project** in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application BSSEF-FY22.xlsx

**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

The events BSSEF hosts bring people to Big Sky. These tourists stay in Visit Big Sky's properties and spend money in many Chamber of Commerce member businesses.
Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.
Yes

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.
In our budget, we have set aside money to replace and maintain this equipment as needed.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.
In the past BSSEF has reached out and obtained matching funds from Kelly Brush Foundation, and plan to again with this project.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal of this project is to hold safe and successful events using the necessary and proper equipment.

Metrics*
Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

BSSEF hosts highly sought after events throughout the nation. We will measure our success based on the number of athletes we host in the coming years.
**Milestones**
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

We are hosting the NORAM Freeride World Championships in April 2022, this will be a one week event. We are hosting the FIS World Masters Criterium, this is an eight day event in March 2023.

**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date**
07/01/2021

**Project Completion Date**
11/15/2021

**Longevity of Project**
What is the life span of the project beyond completion?

*In general capital projects have tangible deliverables with a longer life-span.*

*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

This equipment is expected to last between one and four years.

**Supplemental Planning Efforts**
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No, not directly to the project.

**Consistent With Community Strategy**
The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.
Our Big Sky Strategies*
Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support independently-owned small businesses
- Preserve a cohesive, but distinct character throughout the community
- Provide residents with cultural opportunities
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Work to become a sustainable & resilient community

Strategy Explanation*
Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

Our events bring many athletes and their families to the community.

Population Served
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

Target Segment*
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Children/Families
- Local Workforce
- Non-Profits
- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

People Served*
How many people will this project serve?

2000

Measuring People Served*
How do you plan to track or measure the number of people served?

Event Registration
Locals Served*
Of the number of people served provided above, how many live within the District boundaries?
250

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.
The BSSEF Nordic team hosted 3 Viking races open to members of the community.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.
10

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

We have many partners throughout the community. In addition to Big Sky Resort, we work with lodging, food and beverage, and local businesses.

Infrastructure (Development and Construction)
Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
No
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Jeremy Ueland
Our project will provide equipment and training to Big Sky Search and Rescue so we can provide the best possible service to Big Sky's community and our visitors who enjoy our wilderness and trails that have found themselves in a situation where BSSAR's services are needed.

**Matching Funds & Financial Sustainability**

**FY22**

- **Resort Tax, 100%**

**FY23 & FY24**

Sponsor did not provide future data

Results in future operating and maintenance costs? No

**Partnerships**

Sponsor listed no partners on application

**Demonstrated Need**

- 65 People Served
- 45 Locals Served

**Forecasting Accuracy**

Predicted FY22 Request: $23,000

% Variance: +133%

**Articulates Long-Term Vision**

We hope to have the pieces of equipment we purchase for at least the next 10-15 years.

Supplemental planning documents: None

**Consistent with Community Strategies**

- Support high-quality community & emergency services,
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Provide all-season recreational opportunities.

**Quality of Proposal**

**Goals:**
- Provide training and skills for backcountry rescue operations.

**Metrics:**
- Number of calls
- Tracking responses

**Milestones:**
- October buy snow machine and snowbalance
- July purchase training mannequins

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
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<tr>
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<tr>
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<td>Collaboration</td>
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<td>10</td>
<td>Great award trend trajectory, good trajectory with Resort Tax reliance</td>
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<tr>
<td>Track Record</td>
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**Project Name as listed on Project Application:** Big Sky Search and Rescue Training and Equipment

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<th>FY23 (7/1/22-6/30/23)</th>
<th>FY24 (7/1/23-6/30/24)</th>
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<td>COVID-19 Relief</td>
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<td>Other*</td>
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**Project Expenses FY22**

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<th>Project Budget</th>
<th>RT Request</th>
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<td>Repairs and Maintenance</td>
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<td>-</td>
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<tr>
<td>Scholarships and Financial Assistance</td>
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<td>-</td>
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<tr>
<td>Travel</td>
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<td>Other*</td>
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<td>-</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$ 25,000.00</td>
<td>-</td>
</tr>
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</table>

| Core Operations (Indirect)                            | -              | -           |
| Payroll and Benefits                                  | -              | -           |
| Rent and Mortgage                                     | -              | -           |
| Subtotal                                             | $ -            | -           |

| Additional Operations (Indirect)                       | -              | -           |
| Contract Services                                      | -              | -           |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc)     | -              | -           |
| Marketing, Advertising, and Communications             | -              | -           |
| Memberships (Industry and Trade Organizations)         | -              | -           |
| Office Expenses                                       | -              | -           |
| Repairs and Maintenance                                | -              | -           |
| Sponsors                                             | -              | -           |
| Travel & Training                                     | $ 28,500.00    | -           |
| Other**                                              | $ 28,500.00    | -           |
| Subtotal                                             | $ 28,500.00    | -           |
| Total                                                | $ 53,500.00    | -           |

**Payroll and Benefits**—Including, taxes, workers comp, and unemployment

**Rent and Mortgage**—Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**—Including uniforms, postage, supplies, and subscriptions


**Other—Additional Operational Expenses:**
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.

Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

BSSAR Training and Equipment

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?

$53,500.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

Not receiving this funding would have a two-fold effect. First, our members would miss out on training in the various skill sets needed in conducting backcountry rescue operations. Due to COVID-19, our 2020 training cycle was interrupted, and while we were still able to conduct training for smaller groups, many of our members were not able to attend. Refreshing our skills together creates a stronger team dynamic.

Second, we have identified several areas where we can provide a quicker and safer service for both our team and the community we serve. The pieces of equipment we will purchase if granted this money will serve to achieve both areas identified for many years to come. If we are not awarded the funding, we will need to continue to come back to Resort Tax and request the funding.

Category*
Please select the category that best pertains to this project.

Public Health & Safety

Additional Information*
What additional information would you like to share with the District regarding this project?

As stated above this project will serve Big Sky’s community and our guests that enjoy our backcountry for many years to come. It will enhance our team’s training and knowledge and will provide key pieces of equipment more effectively and safely respond if our services are needed.
Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Our project will provide equipment and training to Big Sky Search and Rescue so we can provide the best possible service to Big Sky’s community and our visitors who enjoy our wilderness and trails that have found themselves in a situation where BSSAR’s services are needed.

Forecasting Accuracy
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

FY23 Request*
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$0.00

FY24 Request*
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$0.00

Financial Sustainability, Reliance, Matching Funds
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

Project Budget*
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET
BSSAR Worksheet.xlsx

Pass-Through Funding*
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No
Future Operating Costs*
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.
No

Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

We are not seeking matching funds.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?
*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

Our project goal is simple, provide training and skills to our members in a wide variety of disciplines that are needed to conduct backcountry rescue operations. Additionally, we will be buying two pieces of equipment that will provide faster and safer services for both our team and the community we serve.

Metrics*
Please list the metrics you will use to measure success.
*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

We hope to continue to provide fast and safe service to those in need in the backcountry. We continue to monitor our calls, and track our member’s responses. We update our reports after every call and conduct a monthly run review at our training and board meetings.
Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

First, buy October we hope to have our new snowmachine (sled) and snowbulance. We are very excited about the snowbulance (https://eqnx.biz/product/snowbulance-2/) This is a piece of equipment that will provide more safety to our community in need, as well as our members by enclosing and heating our patience and the care providers out of the backcountry, this has been a very successful piece of equipment tested and used by our neighboring SAR team in West Yellowstone and believe that it will provide greater service for our team here in Big Sky.

The remaining money will be spent throughout the year on a variety of training programs that cover a broad spectrum of disciplines. We also be purchasing training manikins in July that will help us better train in providing patient care.

Articulates Long-Term Vision
Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*
07/01/2021

Project Completion Date*
05/31/2021

Longevity of Project*
What is the life span of the project beyond completion?
In general capital projects have tangible deliverables with a longer life-span.
Using a fictitious scenario: The sidewalk is expected to last 80 years.

We hope to have the pieces of equipment we purchase for at least the next 10-15 years.

Supplemental Planning Efforts*
Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No.
**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies**

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support high-quality community & emergency services
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
- Provide all-season recreational opportunities

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

We believe that BSSAR not only provides emergency service when needed, but we also give our community and its visitors peace of mind to go out and enjoy all the natural recreation aspects that Big Sky has to offer, knowing that a dedicated team of trained and motivated folks are ready and equipped to help them in all the variety of seasons and conditions we have here in Big Sky if need be.

**Population Served**

The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Outdoor Recreationalist
- Part-Time Residents
- Property Owners/HOAs
- Tourist/Visitor
- Year-Round Residents

**People Served**

How many people will this project serve?

65
Measuring People Served*
How do you plan to track or measure the number of people served?

We count our active members as well as the number of people who call on our service. This number is a combination of the two groups on average over the last several years.

Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

40

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

This is a number that represents our current members who are all locals, as well as a number of calls received from locals, again this is an averaged number.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

0

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

None
Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?
Large Scale: Over $100,000
No

Application Verification
Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*
Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*
Greg Clark
Big Sky Community Housing Trust wants to help all qualified local buyers acquire their own home. Down Payment assistance loans provide an effective assist during the stressful buying process.

### Quality of Proposal

**Goals**: The goal is to assist Big Sky workers who are purchasing a primary residence to secure a mortgage they can afford.

**Metrics**: Number of loans made to local workers

**Milestones**: None - ongoing depends on applicants

*More detail provided in full application*

### Partnerships

1 Partner

### Demonstrated Need

5 People Served  5 Locals Served

### Articulates Long-Term Vision

This project is ongoing. Funds not consumed during the FY22 funding cycle will not be claimed.

**Supplemental planning documents**: None

### Consistent with Community Strategies

Promote the development of affordable housing

### Core Operations Ratio

**Core Operations includes Payroll, Benefits, Rent and Mortgage**

**Additional Ops, %**

**Core Operations, %**

**Project & Programming, 100%**

**Indirect, %**

**Direct, 100%**
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<thead>
<tr>
<th>Criteria</th>
<th>Category</th>
<th>Available</th>
<th>Score</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
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<td>Community Participation</td>
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<td>Articulates Long-Term Vision</td>
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<td>Funds are recycled and live on forever.</td>
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### Project Funding

**Cash only, not including In-Kind**

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<td>Corporate Donations &amp; Sponsorships</td>
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<tr>
<td>Dues, Fees, Membership, Sales</td>
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### Project Expenses FY22

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<th>Project and Programming (Direct)</th>
<th>Project Budget</th>
<th>RT Request</th>
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<tbody>
<tr>
<td>Contract Services</td>
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<tr>
<td>Property Acquisition</td>
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<td>Materials and Supplies</td>
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<td>Rent and Mortgage</td>
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<td><strong>Subtotal</strong></td>
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<table>
<thead>
<tr>
<th>Additional Operations (Indirect)</th>
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<td>Marketing, Advertising, and Communications</td>
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<tr>
<td>Memberships (Industry and Trade Organizations)</td>
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<td>Office Expenses</td>
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<td>Repairs and Maintenance</td>
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<tr>
<td>Sponsorships</td>
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<tr>
<td>Travel &amp; Training</td>
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<tr>
<td>Other**</td>
<td>$-</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$-</strong></td>
<td><strong>$-</strong></td>
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</tbody>
</table>

| **Total**                         | **$80,000.00** | **$40,000.00** |

**Payroll and Benefits**- Including, taxes, workers comp, and unemployment

**Rent and Mortgage**- Including utilities, taxes, HOA fees, and property insurance

**Office Expenses**- Including uniforms, postage, supplies, and subscriptions

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:
Application Form

Project Overview

Project Name*
Please use a concise and descriptive project name.
Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Down Payment Assistance

Amount Requested*
What is the amount you are requesting from Resort Tax for the project listed above?
$40,000.00

Funding Impact*
How would this project be affected if Resort Tax funding were not awarded?

Purchasers of non-MeadowView properties would not receive loans to assist with their Down Payment. An already challenging housing market for local buyers becomes even more difficult.

Category*
Please select the category that best pertains to this project.

Housing

Additional Information*
What additional information would you like to share with the District regarding this project?

With MeadowView loans completed, a fund is desired to assist other buyers. It is possible these funds will not be needed, as very few properties are for sale in a non-jumbo loan range.

Community Messaging*
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

Big Sky Community Housing Trust wants to help all qualified local buyers acquire their own home. Down Payment assistance loans provide an effective assist during the stressful buying process.
**Forecasting Accuracy**

In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**

How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$40,000.00

**FY24 Request**

How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$40,000.00

---

**Financial Sustainability, Reliance, Matching Funds**

The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**

Download the provided worksheet, complete, save, and upload.

CLICK HERE TO DOWNLOAD WORKSHEET

- Project Budget_Application BSRAD DPA.xlsx

**Pass-Through Funding**

Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.

*Using a fictitious scenario: The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.*

No

**Future Operating Costs**

Will the outcome of this project result in future operating and maintenance costs?

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers.*

No
Plan for Future Costs
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.

*Using a fictitious scenario: After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Matching Funds Assistance*
How can the District assist in attaining matching funds for this project?

*Using a fictitious scenario: The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

Grants from YCCF and MCF have supported this program in the past, and if the need remains strong in the community, their assistance will again be requested.

Quality of Proposal
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.

Project Goals and Outcomes*
What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.

The goal is to assist Big Sky workers who are purchasing a primary residence to secure a mortgage they can afford. The deliverable is a successful DPA Loan and a secured mortgage.

Metrics*
Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff’s office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.

Number of loans made to local workers

Milestones*
What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

*None - ongoing depends on applicants
**Articulates Long-Term Vision**

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.
*If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.*

**Project Start Date***

07/01/2021

**Project Completion Date***

06/30/2021

**Longevity of Project***

What is the life span of the project beyond completion?
*In general capital projects have tangible deliverables with a longer life-span.*
*Using a fictitious scenario: The sidewalk is expected to last 80 years.*

This project is ongoing. Funds not consumed during the FY22 funding cycle will not be claimed.

**Supplemental Planning Efforts***

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

No

**Consistent With Community Strategy**

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

**Our Big Sky Strategies***

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

Promote the development of affordable housing

**Strategy Explanation***

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.
With rising real estate prices and limited housing stock, the opportunity for local workers to buy a home they can afford becomes increasingly challenging. The DPA program assists with this urgent community issue. It provides loans to local home buyers who work in Big Sky, with no payment due by the borrower until the house is resold. The money is then reused for a loan to another buyer.

**Population Served**
The District will evaluate this project based on its ability to serve segments that have a demonstrated need.

**Target Segment**
Identify the community target segment(s) that applies to this project. Please select all that apply.

- Children/Families
- Local Workforce
- Residents in Need of Financial Assistance
- Year-Round Residents

**People Served**
How many people will this project serve?

5

**Measuring People Served**
How do you plan to track or measure the number of people served?

Count the # of loans made with these funds (average of 2.5 persons/household)

**Locals Served**
Of the number of people served provided above, how many live within the District boundaries?

5

**Community Outreach**
Please explain any community outreach or engagement that has taken place or is planned with this project.

Meetings have been held with local MLS group. Monthly email distribution to 1400 residents has and will continue to describe this program.
Partnerships

The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.

Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*

How many partners do you have on this project? If none, enter 0.

1

Partner List*

Please list all project partners and briefly explain their roles and responsibilities.

Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

NeighborWorks Montana is a nonprofit organization dedicated to Affordable Housing who underwrites the DPA loans.

Infrastructure (Development and Construction)

Infrastructure*

Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No

Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Laura Seyfang
VBS provides leadership as the Official Destination Marketing and Management Organization for the Big Sky destination, represents and speaks for all tourism stakeholders and place consumers from businesses to residents to the natural surroundings that make Big Sky what it is for the greater good.

**Quality of Proposal**

**Goals**: Cascade knowledge locally to small businesses via efforts like the Annual Marketing Outlook Luncheon to ensure the tourism collective is working collaboratively to leverage finite resources.

**Metrics**: Number of participants in the annual marketing outlook luncheon.

**Milestones**: Annual marketing outlook luncheon.

*More detail provided in full application*

**Partnerships**

12 Partners

**Demonstrated Need**

200,000 People Served 2,500 Locals Served

**Articulates Long-Term Vision**

This project is ongoing from year to year. The seminars may change as the marketing methods change but the need for continuing education will never stop if we want our Visit Big Sky team to be top notch at marketing our unique destination to those who are looking for a memorable vacation experience. **Supplemental planning documents**: Imagine Big Sky 2023 Tourism Master Plan

**Consistent with Community Strategies**

Support independently-owned small businesses, Preserve a cohesive, but distinct character throughout the community, Embrace Big Sky’s DNA as a destination, born out of a visitor economy, Provide all-season recreational opportunities, Protect wildlife habitat & natural resources, Work to become a sustainable & resilient community

**Core Operations Ratio**

*Core Operations includes Payroll, Benefits, Rent and Mortgage*

- Additional Ops, 21%
- Project & Programming, 29%
- Direct, 29%
- Indirect, 71%

Results in future operating and maintenance costs? YES
## Application Score

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<th>Score</th>
<th>Notes</th>
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<td>Track Record</td>
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<td>Core Operations Ratio</td>
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<td>Articulates Long-Term Vision</td>
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<td>5</td>
<td>Project application does not outline clear path to achieve long-term goals.</td>
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<td>Consistent with Community Strategies</td>
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### Project Funding

**Cash only, not including In-Kind**

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<td>Corporate Donations &amp; Sponsorships</td>
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<td>Dues, Fees, Membership, Sales</td>
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<tr>
<td>Other*</td>
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### Project Expenses FY22

#### Project and Programing (Direct)

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<td>Repairs and Maintenance</td>
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<tr>
<td>Scholarships and Financial Assistance</td>
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<td>Travel</td>
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#### Core Operations (Indirect)

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<tr>
<th>Item</th>
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<td>Payroll and Benefits</td>
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<td>Rent and Mortgage</td>
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<td><strong>Subtotal</strong></td>
<td>$-</td>
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#### Additional Operations (Indirect)

<table>
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<td>Memberships (Industry and Trade Organizations)</td>
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<td>Travel &amp; Training</td>
<td>$16,947.00</td>
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<td><strong>Subtotal</strong></td>
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**Total**                                      $25,997.00 | $25,997.00

---

*Other-Direct Project Expenses:

**Other-Additional Operational Expenses:

---

**Notes:**

- **Payroll and Benefits**: Including, taxes, workers comp, and unemployment
- **Rent and Mortgage**: Including utilities, taxes, HOA fees, and property insurance
- **Office Expenses**: Including uniforms, postage, supplies, and subscriptions

---

BSRAD FY22 PROJECT BINDER
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Application Form

Project Overview

Project Name*

Please use a concise and descriptive project name.

*Using a fictitious scenario: If the project objective is to build sidewalks use a project name such as "Sidewalk Construction" rather than a name such as "Connecting the Residents of Big Sky through Safe Pathways".

Visit Big Sky Education - Market Research

Amount Requested*

What is the amount you are requesting from Resort Tax for the project listed above?

$25,997.00

Funding Impact*

How would this project be affected if Resort Tax funding were not awarded?

This project for Visit Big Sky is the marketing arm dedicated to leading the tourism in our destination. This entails membership in tourist and travel organizations such as U.S. Travel Association and continuing professional education seminars to remain on top of the marketing niches and changes demanded by tourists. If Resort Tax funding is not granted for this project, then Big Sky, as a premier vacation destination, will start to lag behind other DMO's who are keeping up with the marketing trends both nationally and internationally. Due to COVID19 still being very prevalent in our world, some of the continuing education conferences may not be held in person but held virtually, so the requested travel funding would not be used for those seminars. Visit Big Sky will be onboarding a new CEO in the next few months, and their training will be invaluable for Big Sky so they can hit the ground running.

Category*

Please select the category that best pertains to this project.

- Economic Development

Comment: Changed from Recreation & Conservation to Economic Development following conversation with Lori.

Additional Information*

What additional information would you like to share with the District regarding this project?

An adjective often used here in reference to the Big Sky destination is "world-class," and it is the job of Visit Big Sky to ensure that the destination delivers on that. VBS as Big Sky’s official Destination Management and Marketing Organization (DMMO) aspires to be a “world-class” organization leading the industry not only locally, but throughout the state, and by engaging in the state and national conversation via its involvement
with Voices of Montana Tourism, Tourism Matters to Montana, the U.S. Travel Association, Destinations International, the World Tourism organization and many other programs. This amplifies VBS' voice in advocating for the local and state visitor economies. This project also includes our annual marketing outlook luncheon which convenes local tourism stakeholders each year to provide for them marketing insights from the past and for the future.

**Community Messaging**
Please provide a brief (1-2 sentence) description of this project for community messaging purposes.

VBS provides leadership as the Official Destination Marketing and Management Organization for the Big Sky destination, represents and speaks for all tourism stakeholders and place consumers from businesses to residents to the natural surroundings that make Big Sky what it is for the greater good.

**Forecasting Accuracy**
In future years, the District will use the data below to evaluate your ability to forecast project requests accurately.

**FY23 Request**
How much do you anticipate requesting from Resort Tax for this project in FY23 (7/1/22-6/30/23)? If none, enter 0.

$26,776.00

**FY24 Request**
How much do you anticipate requesting from Resort Tax for this project in FY24 (7/1/23-6/30/24)? If none, enter 0.

$27,580.00

**Financial Sustainability, Reliance, Matching Funds**
The District will evaluate this project based on a sustainable funding plan and encourage diverse and matching funding sources.

**Project Budget**
Download the provided worksheet, complete, save, and upload.
CLICK HERE TO DOWNLOAD WORKSHEET

Project Budget_Application education-market research.xlsx
**Pass-Through Funding**
Do any project expenses pass-through to other Resort Tax funded projects or sponsoring organizations? If yes, please explain.
*Using a fictitious scenario:* The Sidewalk Construction project has an expense for membership to Main Street Montana. Resort Tax also funds Main Street Montana.

No

**Future Operating Costs**
Will the outcome of this project result in future operating and maintenance costs?
*Using a fictitious scenario:* After completion of the Sidewalk Construction project, we will need to hire snow removers.

Yes

**Plan for Future Costs**
If yes, please provide more detail on how you plan to fund the future operating and maintenance costs.
*Using a fictitious scenario:* After completion of the Sidewalk Construction project, we will need to hire snow removers and plan to request 50% of the funding from Resort Tax.

Continuing education and membership in tourist organizations is essential for Visit Big Sky to remain competitive with other DMO’s vying for vacationers. With the placement of our new CEO in the near future, education seminars and involvement in professional organization will be invaluable for them to expand their marketing knowledge to allow them to market Big Sky in the best way possible.

**Matching Funds Assistance**
How can the District assist in attaining matching funds for this project?
*Using a fictitious scenario:* The Sidewalk Construction project is likely to receive a grant for cleaning if the District submits a letter of support.

A portion of Visit Big Sky’s expenses are paid with monies allocated to the Big Sky CVB. However there many restrictions for the usage of this funding so funds must be spent in the segments allocated by this state funding mechanism. Resort Tax is the organization’s other funding source with different restrictions. So VBS utilizes the combination of the two public funding sources in combination within its legal confines to lead and marketing the destination.

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**Quality of Proposal**
The District will evaluate the quality of your proposal based on a well-articulated method for achieving project goals.
**Project Goals and Outcomes**

What are the goals, outcomes, or deliverables of this project?

*Using a fictitious scenario: A goal of the Sidewalk Construction project is pedestrian safety. An outcome is fewer vehicular pedestrian accidents. A deliverable is a sidewalk with crosswalks.*

As a Gateway Community to Yellowstone, America's first National Park with international visitation, our small, rural community in Southwest Montana is a world-renown bucket list destination. This is an opportunity for VBS to be in the spotlight as a leader. To lead, VBS must be at the forefront of new ideas in developing and marketing the destination, embracing stewardship of our public lands, and educated about trends and issues impacting the overall industry on a global scale. VBS can then cascade this knowledge locally to its small businesses via efforts like the Annual Marketing Outlook Luncheon to ensure the tourism collective is working collaboratively to leverage finite resources.

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**Metrics**

Please list the metrics you will use to measure success.

*Using a fictitious scenario: Upon completion of the sidewalk, the sheriff's office will provide us with an annual report listing the vehicular pedestrian accidents. We will compare this against pre-sidewalk construction data.*

One metric that can be measured is the number of participants in the annual marketing outlook luncheon. In our inaugural meeting, we had a sellout participation so larger venues are being reviewed for future meetings. Typically tickets to the annual marketing outlook event are sold to help underwrite the cost of producing this event. The more informed the tourism stakeholders are, the greater collaboration there will be for future marketing endeavors to promote Big Sky.

Another metric to be used will be the changes in bed tax revenue from year to year. Increasing bed tax revenues indicates that more visitors are spending the night in Big Sky which then equates to meals and recreation activities therefore increasing Resort Tax revenues.

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**Milestones**

What are the major milestones of this project? Please include dates and the methods for achieving these milestones.

Visit Big Sky has contracted with Karsh Hagan to be our global marketing agency to promote our destination in the summer and shoulder seasons. When all Big Sky lodging facilities are fully booked, not only on the mountain but in the meadow and canyon too, then Visit Big Sky will have accomplished our goal of spreading the word about our unique travel destination.

Visit Big Sky started the annual marketing outlook luncheon to share with tourism stakeholders the marketing successes from the previous year along with the new goals for the next year. Being an integral part of the community is what Visit Big Sky is striving for and by sharing plans and successes, more community stakeholders will know what we stand for and the direction we are moving to market our community.

Visit Big Sky has made a presence at local and national meetings which has allowed our staff to meet other marketing professionals and share marketing experiences which have proven successful and those methods which need some fine tuning. Since Big Sky is basically a small, remote community, outside influences and ideas from other small communities like ours, together with successes from larger communities will help VBS to mold and shape our marketing methods going forward.
Articulates Long-Term Vision

Please provide the dates of this project, even if the lifespan of the project is different than the dates of the FY22 funding cycle.

If your project only funds in-direct expenses (operations) the dates of your project are 7/1/21-6/30/22.

Project Start Date*

07/01/2021

Project Completion Date*

06/30/2022

Longevity of Project*

What is the life span of the project beyond completion?

In general capital projects have tangible deliverables with a longer life-span. Using a fictitious scenario: The sidewalk is expected to last 80 years.

This project is ongoing from year to year. The seminars may change as the marketing methods change but the need for continuing education will never stop if we want our Visit Big Sky team to be top notch at marketing our unique destination to those who are looking for a memorable vacation experience.

Supplemental Planning Efforts*

Are there any long-term planning documents (e.g. Strategic Plan, Capital Improvement Plan, Master Plan) that directly relate to your project? If so, please list them here.

In May 2018, the VBS Board adopted its Imagine Big Sky 2023 Tourism Master Plan which focuses its marketing efforts on growing Big Sky as a sustainable year round community by building its reputation BEYOND WORLD-CLASS WINTER by boosting travel visitation to the other seasons. Once the search is completed and our new CEO is on board, our strategic plan may be altered to follow more closely with their ideas for marketing Big Sky.

Consistent With Community Strategy

The District will evaluate your project based on its alignment with the strategies outlined in the Our Big Sky Community Plan.

Our Big Sky Strategies*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply.

- Support independently-owned small businesses
- Preserve a cohesive, but distinct character throughout the community
- Embrace Big Sky’s DNA as a destination, born out of a visitor economy
Provide all-season recreational opportunities
Protect wildlife habitat & natural resources
Work to become a sustainable & resilient community

**Strategy Explanation**

Briefly explain how your project outcomes meet the needs of the strategies selected. If applicable, please explain any community needs or priorities that this project is assisting with that are not outlined in the Our Big Sky Plan.

VBS as Big Sky’s official Destination Management and Marketing Organization (DMMO) aspires to be a “world-class” organization leading the industry not only locally but throughout the state, and by engaging in the state and national conversation via its involvement with Voices of Montana Tourism, the U.S. Travel Association, Destinations International, Resonance Consultancy, and their programs. This amplifies VBS’ voice in advocating for the tourism industry. With the internet, social media, and peer-to-peer economy like Airbnb and Uber having leveled the playing field for even the smallest destinations thus increasing competition for consumer mind share on a global scale, it is vital that TEAM VBS gain education on current best practices of the industry to be able to compete.

**Population Served**

_The District will evaluate this project based on its ability to serve segments that have a demonstrated need._

**Target Segment**

Identify the community target segment(s) that applies to this project. Please select all that apply.

- Businesses (private and public)
- Outdoor Recreationalist
- Part-Time Residents
- Tourist/Visitor
- Year-Round Residents

**People Served**

How many people will this project serve?

200000

**Measuring People Served**

How do you plan to track or measure the number of people served?

As this project increases the knowledge base of the Visit Big Sky team to more effectively market our destination, we will ultimately serve all guests who visit our community because of our marketing endeavors. The number served is not possible to measure due to the lack of statistical data available in our market.
Locals Served*
Of the number of people served provided above, how many live within the District boundaries?

2500

Community Outreach*
Please explain any community outreach or engagement that has taken place or is planned with this project.

VBS convenes and informs our local tourism businesses and community stakeholders annually via a Marketing Outlook event for the year ahead. In addition, constant communications via e-mail and direct communications from both the CEO and a Tourism Stakeholder Manager staff provide for constant engagement. Ads in Explore Big Sky are also run to try to keep locals informed of the work VBS is involved with.

Partnerships
The District will evaluate your project based on its ability to demonstrate cross-organizational collaboration.
Partner: An organization providing time, energy, talent, or funding with the intent of collaboratively achieving project goals.

Number of Partners*
How many partners do you have on this project? If none, enter 0.

12

Partner List*
Please list all project partners and briefly explain their roles and responsibilities.
Using a fictitious scenario: The sponsor of the Sidewalk Construction project is working with the sheriff’s office to provide safety reports.

Visit Big Sky has 10 lodging partners; 320 Guest Ranch, Big Sky Vacation Rentals, Buck’s T-4, Natural Retreats - Big Sky, Lone Mountain Ranch, The Lodge at Big Sky, Rainbow Ranch, Stay Montana, The Wilson Hotel - Residence Inn by Marriott and Yellowstone Club Rentals. Visit Big Sky partners with the Big Sky CVB who receives funding from the Montana Lodging Facility Use Tax. Another partner is The Big Sky Chamber of Commerce with whom they share employees and office space to reduce costs.

Infrastructure (Development and Construction)

Infrastructure*
Does this project have large-scale involvement of contractors to construct, develop, or improve community infrastructure?

Large Scale: Over $100,000

No
Application Verification

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for District review. Once you click Submit Application you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant’s responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Name of Submitter*

Lori Wetzel