



## Application Review #1 Agenda

June 7th, 2021 | 5:30 pm

Big Sky Resort Area District

11 Lone Peak Drive #204

PO Box 160661

Big Sky, MT 59716

www.Resorttax.org

info@resorttax.org

406.995.3234

- I. Open Meeting -- 5:30
- A. Public Comment
  - B. Regular Agenda
    - a. Intro & Chair Statement: *Discussion*
    - b. FY22 Calendar: *Action*
    - c. FY22 Reserves: *Discussion*
    - d. Funds Available: *Discussion*
    - e. Executive Recommendations: *Discussion*
  - C. Application Review: *Action*
    - a. 3-year Government Operations
    - b. Projects over \$100,000
    - c. Projects under \$100,000
  - D. Public Comment

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**BSRAD BOARD & STAFF:** Kevin Germain, Chair | Sarah Blechta, Vice Chair | Steve Johnson, Secretary & Treasurer | Ciara Wolfe, Director | Grace Young, Director | Daniel Bierschwale, Executive Director | Kristin Drain, Finance & Compliance Manager | Jenny Muscat, Operations Manager | Sara Huger, Administrative Assistant

*\* All Board Meetings are recorded and live streamed. Please visit [ResortTax.org](http://ResortTax.org) for more information.*



## Public Comment Overview

*(Public Comment received as of 06.04.21)*

- ▶ Beehive Property Management, Troy Nedved & Liv Grubaugh, & Chris Torsleff shared general support for Big Sky Ski Education Foundation.
- ▶ Jessie Wiese shared a letter detailing the impact of traffic on Big Sky's wildlife and support for the Center for Large Landscape Conservation's Wildlife and Transportation Conflict Assessment project application.
- ▶ Patricia Doherty & Rene Kraus shared general support for the library.
- ▶ Liz Lodman, AIS Information Officer, Montana Fish, Wildlife, & Parks, shared support for Gallatin Invasive Species Alliance's Education & Outreach project and their impact on Aquatic Invasive Species.
- ▶ Abigail King, on behalf of the Jack Creek Preserve Foundation's Board of Directors, wrote in support of the Alliance's Education and Outreach program.
- ▶ Marina Yoshioka, MT Fish, Wildlife, & Parks (MFWP) Region 3 Supervisor, and MFWP Region 3 support the continuation of the work by the Gallatin Invasive Species Alliance.
- ▶ Michelle Kristula-Green, Cathy Gunther, & Dave Wohlner shared general support for Gallatin Invasive Species Alliance.
- ▶ Ryan Hamilton, on behalf of Big Sky Town Center, wrote in support of Gallatin River Task Force's 'Headwaters Alliance: Water Supply Resiliency Projects.'
- ▶ Nina Stephens shared public comment regarding housing efforts in Big Sky.



Dear Big Sky Resort Tax Board,

I am writing this letter to support the request of BSSEF for resort tax funds to support their program. The BSSEF programs brings in several events each year generates substantial resort tax revenue from the lodging community. Thank you for your time and consideration of our request.

Warm regards,

Beehive Property Management



April 7, 2021  
VIA EMAIL

RE: Letter of Support for Big Sky Ski Education Foundation Resort Tax Application

Dear Big Sky Resort Tax Board,

On behalf of Big Sky Resort, we are writing to express our support for [Big Sky Ski Education Foundation's](#) application for funding through the Big Sky Resort Tax Board.

The partnership between Big Sky Resort and BSSEF is vital to the holistic growth of our local youth. We believe in their mission to offer a safe and healthy place for athletes to pursue personal goals while maintaining a deep appreciation for the spirit of skiing.

Throughout the 2020/2021 Winter Season, BSSEF acted as the organizing group for six (6) ski races, three (3) big mountain competitions and a week-long Fall Race Camp which assisted in bringing over 250 athletes to Big Sky during our shoulder season. The Big Sky Ski Education Foundation works tirelessly to provide world-class training opportunities to young athletes, while promoting good sportsmanship and healthy competitiveness.

Thank you for the opportunity to share our support.

Best,

Troy Nedved, General Manager, Big Sky Resort  
Liv Grubaugh, National Sales Manager, Big Sky Resort



Dear Big Sky Resort Tax Board,

I am writing this letter to support the request of BSSEF for resort tax funds to support their program. The program is amazing for the youth of Big Sky and surrounding areas and it positively impacts the community in so many ways. In addition, BSSEF brings in 8 to 10 races per year that require multiple night stays generating substantial resort tax revenue from the lodging community. Thank you for your time and consideration of our request.

Warm regards,

Chris Torsleff

Owner & Founder of Stay Montana

June 2<sup>nd</sup> 2021

Dear Resort Tax Board,

I am writing in support of the Center for Large Landscape's grant application. We are so fortunate to live in the Greater Yellowstone Ecosystem (GYE). We have clean water, big views, and unique wildlife that are able to live in our small piece of North America. The reason we have this wildlife is that we have been blessed with a national park, federal lands, and slow population growth on private land up until the early 1990s. Since that time exurban growth has increased 350% and the development pressure in our region is at an all-time high. Each day, an estimated 6,000 acres of open space are converted to other uses in the United States and the GYE's regional economy is outpacing that rate. In a July 2020 update, Bozeman based Headwaters Economics claimed that the coronavirus pandemic has resulted in "A real estate surge, potentially accelerating the loss of open space." All of which will bring further impacts to wildlife." A recent news [article](#) really says it all.

The development pressure in Big Sky is putting a major strain on wildlife. This strain is felt in the community and along the commuting roads between Bozeman and Big Sky and Big Sky and West Yellowstone. Recently I saw a cow elk killed on Hwy 64. This is an elk herd that most community members know and watch throughout the year. They are 'locals'. Given the time of year and size of the herd, this elk was likely pregnant.

Wildlife vehicle collisions are a massive issue and not only affects the animal population greatly (more than a million large animals are hit and killed every year by motorists in the United States), the vehicle collisions are typically dangerous and result in injury and high vehicle expense (200 people also die in these collisions, and 29,000 people are injured annually). What's more, each incident can cause anywhere from \$6,000 to \$30,000 in damage, depending on the size of the animal hit.

Truly wild places are defined by the wild creatures that call them home. It is incredibly disheartening to see unnecessary road kill of large and unique to our ecosystem animals. These animals include black bear, elk, moose, mule deer, white tailed deer, bighorn sheep, antelope, and bison. While Big Sky's recent Tiger grant award does not address wildlife crossings, funding organizations like CLLC to do the necessary research to determine if, and where these crossings will be needed in the future is tremendously important. Please support CLLC's application to create a state-of-the-art Wildlife and Transportation Conflict Assessment along US-191 from Gallatin Canyon to West Yellowstone, and Lone Mountain Trail.

Sincerely,

Jessie Wiese

**From:** [p.doherty406](#)  
**To:** [Big Sky Resort Tax District Information](#)  
**Subject:** Community library  
**Date:** Wednesday, May 12, 2021 3:12:45 PM

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I support fully funding the community library. This is an important community resource.

Patricia Doherty

Sent from my Verizon, Samsung Galaxy smartphone

**From:** [Rene Kraus](#)  
**To:** [Big Sky Resort Tax District Information](#)  
**Subject:** Support for funding the Big Sky library  
**Date:** Wednesday, May 12, 2021 2:10:01 PM

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I support full funding for the Big Sky library.

Rene Kraus  
[renekraus100@gmail.com](mailto:renekraus100@gmail.com)  
612.209.8746

**From:** [Catherine Gunther](#)  
**To:** [Big Sky Resort Tax District Information](#)  
**Subject:** Support Gallatin Invasive Species Alliance  
**Date:** Thursday, June 3, 2021 8:05:21 AM

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To whom it may concern,

I am writing this letter in support of Gallatin Invasive Species Alliance (GISA) for funding through the Big Sky Resort Tax Allocation. GISA, Jennifer Mohler and her staff provide an invaluable conservation service to Big Sky and the greater Gallatin community. In a time of unprecedented uncertainty regarding climate change, GISA leads the effort in educating Big Sky residents to plant native. Native plants conserve water and help to restore the natural habitat. In a time of unprecedented growth for Big Sky if we don't change our way of thinking and life we will lose the herds and animals that make Big Sky so popular yet still wild.

The demonstration and education gardens at Crail Ranch Garden are a gem for viewing the wide range of native species that are available for our own gardens. There is a significant amount of work and expense required not only for its general upkeep but also for the constant improvement that is taking place. Crail Ranch is also important because it is a hands-on working garden where Big Sky residents are able to volunteer their time which leads to becoming knowledgeable about what works and what doesn't and why. There are not many places in Montana where residents are able to work side by side with conservation trained specialists.

GISA's presence at the Farmers Market provides the ability to educate people about Montana conservation and the importance of eradicating noxious weeds. Couple this with their free visits to the homeowner's property for hands on weed identification and eradication guidance are both incredibly valuable services. I have personally taken advantage of both aspects on several different occasions. The result has been a reduction in noxious weeds and a subsequent increase in the grazing quality for elk and mule deer.

Please consider the Gallatin Invasive Species Alliance request. If it's true that we are living in the last best place then this is one of a few organizations leading the way towards helping us maintain a disappearing way of life.

Cathy Gunther  
Big Sky Resident



**JACK CREEK PRESERVE**  
**FOUNDATION**

*"Preserving wildlife and its habitat by educating youth about the importance of conservation."*

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**BOARD OF DIRECTORS**     June 2, 2021

**BRIAN BENYO**  
President  
Brilex Industries

Big Sky Resort Tax

**JOHN KNAPTON**  
Vice President  
Big Sky Resort

To whom it may concern,

**LOREN TUCKER**  
Treasurer  
Retired

On behalf of the Jack Creek Preserve Foundation Board of Directors, I am writing in support of the Gallatin Invasive Species Alliance's request for funding from the Big Sky Resort Tax. Our Outdoor Skills Camps have benefitted for several years from the Alliance's Education and Outreach program, and we would really like the opportunity to continue partnering with them.

**DOTTIE FOSSEL**  
Founder/Secretary  
Retired

Every year we hold two Outdoor Skills Camps with up to 50 campers at each. Partnering with the Gallatin Invasive Species Alliance to provide a noxious weed identification class at our camps has been a valuable addition to our conservation-based curriculum. Jennifer Mohler has done a great job of engaging the kids with fun games and activities to identify noxious weeds and to learn more about management of them. The class includes a hike on the Preserve to look for noxious weeds and to pull any that we come across.

**MERRILL ARBUCKLE**  
Retired

**DAVID BARBISAN**  
HB Land and Construction

While the Preserve does not necessarily directly benefit from their other programs, we do have our own weed management plan, we are passionate about habitat conservation, and greatly appreciate their efforts to improve open spaces and wildlife habitat.

**MEGAN CLARK**

**DYRK EDDIE**  
Telmon Inc

**JON FOSSEL**  
Founder

Please consider funding the Gallatin Invasive Species Alliance's request to facilitate their continued impact on noxious weed education and management.

**PIETER FOSSEL**  
Hydrosat Inc

**SCOTT FOSSEL**  
Retired

Sincerely,

**DR. ROBERT GARROTT**  
Montana State University

**JASON HICKS**  
Hicks Engineering

**KEVIN HURLEY**  
Wild Sheep Foundation

Abigail King  
Executive Director  
Jack Creek Preserve Foundation

**BOB ROWE**  
Northwestern Energy

**MICHAEL SCHLEGEL**  
Retired

**From:** [Michelle Kristula-Green](#)  
**To:** [Big Sky Resort Tax District Information](#)  
**Subject:** I support the Gallatin Invasive Species Alliance!  
**Date:** Tuesday, June 1, 2021 4:56:20 PM

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I'm happy to add my voice to those supporting the Gallatin Invasive Species Alliance. They worked very closely with our HOA on weed spraying management over the last 3 years...as a result we know a lot about weeds in general, have a very involved group of homeowners who have become "boots on the ground" for maintaining our areas where natives have returned, and there is a willingness to maintain properties in a healthy way. A lot of the owners participated in the native plant sale this year ..which would not have happened if they did not understand the value of natives.

Michelle



May 20, 201

Attention: Big Sky Resort Tax Grant Committee

Aquatic Invasive Species (AIS) are non-native plants, animals and diseases that can have negative impacts on Montana's native species, water bodies, outdoor recreation, and our economy. Stopping the introduction and spread of invasive species coming from other states is incredibly important to keeping our Montana way of life.

The Gallatin Invasive Species Alliance has partnered with Montana Fish, Wildlife & Parks to educate residents and visitors about the dangers of AIS. Their invasive species outreach campaign provides valuable information to anyone who works or recreates in the Big Sky area. They provide a consistent message to "Clean, Drain, Dry" watercraft and fishing gear and encourage stewardship of our natural resources.

FWP looks forward to continuing this partnership with the Gallatin Invasive Species Alliance.

Sincerely,

*Liz Lodman*

AIS Information Officer  
PO Box 200701  
Helena MT 59601  
406-444-9940  
llodman@mt.gov

**From:** [David Wohlner](#)  
**To:** [Big Sky Resort Tax District Information](#)  
**Subject:** I support the Gallatin Invasive Species Alliance!  
**Date:** Tuesday, June 1, 2021 1:53:23 PM

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Hi

I am writing to communicate my support for Gallatin Invasive Species Alliance.

I own property in Aspen Groves. I met Jen Moller at the Big Sky Farmers Market. I had Jen perform a site analysis for our residential property. She and I walked our property and performed a site review identifying both productive and nonproductive plant species. Very helpful and informative especially considering she doesn't charge for these services. An action plan was developed and has since been implemented for my property. She introduced me to others in her network for assistance.

I have visited, gone to school and lived in the Gallatin Valley for 50+ years. With so many more people who are or have moved to this area, there should be a prioritization that helps to educate our community on the natural ecosystem and the Gallatin Invasive Species Alliance helps do just that. She and the alliance are a tremendous resource for the preservation of our Gallatin Valley. Please continue to support her efforts.

Thank you.

—

Dave Wohlner  
[djwohlner@comcast.net](mailto:djwohlner@comcast.net)  
415-518-6003



MT Fish, Wildlife & Parks  
Region 3 Headquarters  
1400 S 19th Avenue  
Bozeman, MT 59718

May 18, 2021

Big Sky Resort Tax Board  
11 Lone Peak Drive, Suite #204  
P.O. Box 160661  
Big Sky, MT 59716  
[info@resorttax.org](mailto:info@resorttax.org)

To Whom it May Concern;

MFWP Region 3 supports the continuation of the work by the Gallatin Invasive Species Alliance (GISA) on the private and public lands in the Big Sky area. The annual effort applied over the last 10 years has made noticeable improvements on the vegetation and wildlife habitat in the Gallatin Canyon. MFWP Region 3 agrees it is important to continue this work to suppress invasive weeds to promote native species.

The lands the GISA treats provide crucial winter habitat for mule deer, elk, and native bighorn sheep. The bighorn sheep number 100-200 individuals, and they rely on this very small and specific area to obtain forage to sustain them through winter. Invasive weeds can outcompete more nutritious native species resulting in a decline of winter range habitat quality and therefore a decline in number of bighorn sheep and other species the range can support.

The GISA maintain a collaborative and creative approach to project management. They have continued work and communication with MFWP, USFS, NRCS, and others to maintain and build a program to protect and maintain valuable native vegetation.

MFWP has been pleased with the outcome of this long-term partnership and have seen realized benefits to the wildlife habitat through each year's annual effort.

Sincerely,

Marina Yoshioka  
Region Three Supervisor

**RE: Support for Gallatin River Task Force Application for  
Headwaters Alliance: Water Supply Resiliency Projects**

Dear BSRAD Board,

I am writing on behalf of the Big Sky Town Center to express our support for the Gallatin River Task Force's application entitled, "Headwaters Alliance: Water Supply Resiliency Projects".

Now is the time to complete the culvert work under Lone Mountain Trail so that this and future expansions of the Reclaimed Water/Purple Pipe ("purple pipe") network can be completed timely with the goal of having an operable reclaimed water irrigation system soon in the Town Center. The most responsible, most cost efficient, and least disruptive time to do this culvert work is concurrent with the TIGER grant turn lane work on Lone Mountain Trail, specifically at/near the intersection at Huntley Drive.

Over many years, the Simkins paid for the design, permitting, construction, and inspection of approximately 780 linear feet of purple pipe under roads and parking lots with the hope/plan that in the future these pipes will be able to be charged with highly-treated reclaimed greywater for irrigation of selected parks, open space, and parking lot islands in the Town Center, and it appears that the system will be able to go live in a year or two if/when the final pipe connections are made to the existing purple pipe system under the Big Sky Resort Golf Course. This culvert project is the next step towards being able to finally charge the system. The purple pipes in Town Center have been dry for years, as they haven't yet been connected to an operable purple pipe system under the Big Sky Resort Golf Course.

Simkins were not required to install the purple pipe, and the Simkins are not a beneficiary of this investment – the main beneficiary is the community, the environment, and Big Sky's potable water supply system. Simkins invested in this infrastructure early on because they felt like it was the right thing to do, so that if/when the purple pipe system was finished and charged, it will help address both water supply as well as treated wastewater storage issues in Big Sky. Currently, Town Center is in a holding pattern to invest in infrastructure, and Simkins have no plans to install additional purple pipe now or in the future.



326 North Broadway • Bozeman, Montana • 59715  
Tel: 406.586.9629 • Fax: 406.586.2653 • [bigskytowncenter.com](http://bigskytowncenter.com)

We appreciate BSRAD's recent partnership evidenced by their investment in purple pipe extensions in the Town Center (in the Block 4 area) - that was one section (phase), and additional sections need to be completed in order to have an operable, charged system.

As the community of Big Sky grows, water conservation strategies will be critical to ensure adequate water supply for the community, reduce wastewater delivered to the treatment plant, and prepare for changes in climate or drought.

Thank you for your consideration of this important project.

Sincerely,

*Ryan Hamilton*

Ryan Hamilton

Project Manager

ryan@bigskytowncenter.com

406-580-2260

**From:** [mtmckina](#)  
**To:** [Big Sky Resort Tax District Information](#)  
**Subject:** Rent Local Initiative  
**Date:** Saturday, May 29, 2021 3:37:54 PM

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To whom it may concern,

I am a condo owner who has rented both short and long term. I constantly comb Big Sky Housing Network. This company has failed to do what it set out to do. The rents they charge are unsustainable for locals and the leases are sometimes 5 months, also unsuitable for locals. This company should Not receive any more funds. I pay into the resort tax and I feel the whole housing category has not been successful. Throwing money at the housing problem will not make it go away. The down payment assistance was the only small success in this category in my opinion.

Nina Stephens  
21 Sitting Bull  
Big Sky, MT 59716

[Sent from the all new AOL app for iOS](#)

# FY22 MEETING DATES AND FY23 APPLICATION CALENDAR

## JULY 2021

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|-----|-----|-----|-----|-----|-----|-----|
|     |     |     |     | 1   | 2   | 3   |
| 4   | 5   | 6   | 7   | 8   | 9   | 10  |
| 11  | 12  | 13  | 14  | 15  | 16  | 17  |
| 18  | 19  | 20  | 21  | 22  | 23  | 24  |
| 25  | 26  | 27  | 28  | 29  | 30  | 31  |

July 7th Board Meeting

**Board Meeting Topics:** Discuss feedback (one-pager, scoring system, survey results), Officer selection, Policy Manual

July 5th Independence Day (Observed)-Office Closed

## AUGUST 2021

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 15  | 16  | 17  | 18  | 19  | 20  | 21  |
| 22  | 23  | 24  | 25  | 26  | 27  | 28  |
| 29  | 30  | 31  |     |     |     |     |

August 11th Board Meeting

**Board Meeting Topics:** Discuss FY23 scoring system and one-pager templates, Review FY21 Project Impact Reports

## SEPTEMBER 2021

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 19  | 20  | 21  | 22  | 23  | 24  | 25  |
| 26  | 27  | 28  | 29  | 30  |     |     |

September 8th Board Meeting

**Board Meeting Topics:** Approve FY23 scoring system and one-pager templates

September 6th Labor Day-Office Closed

## OCTOBER 2021

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 31  |     |     |     |     |     |     |

October 13th Board Meeting

# FY22 MEETING DATES AND FY23 APPLICATION CALENDAR

## NOVEMBER 2021

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|-----|-----|-----|-----|-----|-----|-----|
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| 21  | 22  | 23  | 24  | 25  | 26  | 27  |
| 28  | 29  | 30  |     |     |     |     |

November 3rd Joint County Commission Meeting  
 November 10th Board Meeting

*Board Meeting Topics: Audited Financials Review*

November 11th Veteran's Day-Office Closed  
 November 25th Thanksgiving-Office Closed

## DECEMBER 2021

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 19  | 20  | 21  | 22  | 23  | 24  | 25  |
| 26  | 27  | 28  | 29  | 30  | 31  |     |

December 2nd District Holiday Party  
 No December Board Meeting

December 24th Christmas Eve-Office Closed  
 December 31st New Years Eve-Office Closed

## JANUARY 2022

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 23  | 24  | 25  | 26  | 27  | 28  | 29  |
| 30  | 31  |     |     |     |     |     |

January 1st Call for FY23 Applications  
 January 12th Board Meeting  
 January 31st Application Training Session

*Board Meeting Topics: Strategic Plan Annual Review*

January 17th MLK Day-Office Closed

## FEBRUARY 2022

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 20  | 21  | 22  | 23  | 24  | 25  | 26  |
| 27  | 28  |     |     |     |     |     |

February 1st FY23 LOI's Live & Application Training Session  
 February 9th Board Meeting  
 February 15th FY23 LOI Deadline

*Board Meeting Topics: Annual Government Operations Updates*

February 21st President's Day-Office Closed

# FY22 MEETING DATES AND FY23 APPLICATION CALENDAR

## MARCH 2022

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|-----|-----|-----|-----|-----|-----|-----|
|     |     | 1   | 2   | 3   | 4   | 5   |
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| 13  | 14  | 15  | 16  | 17  | 18  | 19  |
| 20  | 21  | 22  | 23  | 24  | 25  | 26  |
| 27  | 28  | 29  | 30  | 31  |     |     |

**March 1st** FY23 Project Applications Live  
**March 9th** Board Meeting  
**March 31st** FY23 Project Application Deadline

*Board Meeting Topics: LOI Discussion, Draft FY23 Budget*

## APRIL 2022

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 10  | 11  | 12  | 13  | 14  | 15  | 16  |
| 17  | 18  | 19  | 20  | 21  | 22  | 23  |
| 24  | 25  | 26  | 27  | 28  | 29  | 30  |

**April 6th** Joint County Commission Meeting  
**April 20th** Board Meeting & Application Binders Ready

*Board Meeting Topics: Employee Reviews, Finalize FY23 Budget*

## MAY 2022

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
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| 1   | 2   | 3   | 4   | 5   | 6   | 7   |
| 8   | 9   | 10  | 11  | 12  | 13  | 14  |
| 15  | 16  | 17  | 18  | 19  | 20  | 21  |
| 22  | 23  | 24  | 25  | 26  | 27  | 28  |
| 29  | 30  | 31  |     |     |     |     |

**May 3rd** Election Day  
**May 11th** Board Meeting & Board Questions Deadline  
**May 12th** Questions to Sponsors  
**May 26th** Sponsor Response Deadline

*Board Meeting Topics: Officer Selection*

**May 30th** Memorial Day-Office Closed

## JUNE 2022

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|-----|-----|-----|-----|-----|-----|-----|
|     |     |     | 1   | 2   | 3   | 4   |
| 5   | 6   | 7   | 8   | 9   | 10  | 11  |
| 12  | 13  | 14  | 15  | 16  | 17  | 18  |
| 19  | 20  | 21  | 22  | 23  | 24  | 25  |
| 26  | 27  | 28  | 29  | 30  |     |     |

**June 6th** Application Review 1  
**June 9th** Application Review 2

*Board Meeting Topics: FY23 Calendar Approval, Application Review & Decisions*

# Reserve Funds Strategy

*For Discussion During Annual Allocations*

**Purpose:** The following will serve as an outline for the District investment in Reserves for operating, emergency relief, and strategic capital investments.

**Strategy:**

Accumulate fund reserves to plan for the following:

- Three months of District Operations
  - a. For example, for FY21 the total would be \$398,575
- Capital investments (outside of annual applications) that include large scale projects from Big Sky Capital Improvement Plan (in development) requiring setting aside funds for multiple years.
  - a. Remainder of available funds (Emergency + Operating Reserve = available opportunity)
- Emergency Funds that address community relief needs as outlined in a Board Resolution
  - a. For example, Big Sky Relief efforts addressing COVID-19 impacts
  - b. Minimum \$500,000, to be replenished over time after distribution

Reserves Investment Recommendation: Allocate an annually reasonable % collections to be dedicated to reserves at allocations.

| Fiscal Year                                 | Annual Collection Total |              |              |
|---|-------------------------|--------------|--------------|
| FY19  | 7,833,122               |              |              |
| FY20  | 7,664,326               |              |              |
| <b>FY21</b>                                 | <b>7,671,899</b>        |              |              |
|   |                         | <b>FY22</b>  | <b>FY23</b>  |
|   | <b>3% Collections</b>   | \$9,647,835  | \$10,130,226 |
|   | <b>1% Collections</b>   | \$3,215,945  | \$ 3,376,743 |
|   | <b>BSRAD</b>            | \$ 925,549   | \$ 1,059,836 |
|   | <b>1% Projects</b>      | \$2,716,875  | \$ 2,852,719 |
|   | <b>3% Projects</b>      | \$8,556,041  | \$ 8,045,272 |
|   |                         |              | <b>FY24</b>  |
|   |                         |              | \$10,636,738 |
|   |                         |              | \$ 3,545,580 |
|   |                         |              | \$ 1,140,199 |
|   |                         |              | \$ 2,995,335 |
|   |                         |              | \$ 7,695,729 |
| <b><u>FY22 \$500k+ Projects</u></b>         |                         |              |              |
| Future Development TBD                      | BSCHT                   | \$ 1,100,000 |              |
| Operations & Maintenance                    | BSCO                    | \$ 675,243   |              |
| VBS- Destination Marketing                  | VBS                     | \$ 556,215   |              |
| RiverView Apartments on Lone Mountain Trail | BSCHT                   | \$ 500,000   |              |

# Bonding Capacity

May 21, 2021

**Ordinance Implementing Senate Bill 209: Section 6 (2):**

(b) that the bonds may not be issued for a term longer than the remaining duration of the District.

(c) The annual principal and interest payment on the bonds issued will not cumulatively exceed 25% of the average of resort tax revenue received by the District during the preceding five (5) years.

**Duration of the Resort Tax:** 2032

| 5-yr Avg of Collections | Annual Resort Tax Collections by Fiscal Year |              |              |              |              |
|-------------------------|--|--------------|--------------|--------------|--------------|
|                         | 2020   | 2019         | 2018         | 2017         | 2016         |
| <b>\$ 6,306,165.60</b>  | \$ 7,533,344                                 | \$ 7,609,274 | \$ 6,630,281 | \$ 5,166,429 | \$ 4,591,500 |

| % of Collections | 5-yr Avg of Collections | Annual Principal & Interest | Estimated Interest Rate | Years | Available Bonding Capacity |
|------------------|-------------------------|-----------------------------|-------------------------|-------|----------------------------|
| 25%              | \$ 6,306,166            | \$ 1,576,541.40             | 4.00%                   | 11    | <b>\$ (13,811,254)</b>     |

## Appropriations

6/2/2021

### Current Funds

Balance

|                          |    |               |
|--------------------------|----|---------------|
| FSB 3430 - Operating     | \$ | 62,355.30     |
| FSB 3422 - Bonds         | \$ | 11,804.90     |
| FSB 3547 - Office        | \$ | 6,776.18      |
| FSB 2441 - Disbursements | \$ | 96,102.85     |
| FSB Repurchase Checking  | \$ | 10,729,946.54 |
| MT STIP                  | \$ | 10,908.27     |

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|              |           |                      |
|--------------|-----------|----------------------|
| <b>Total</b> | <b>\$</b> | <b>10,917,894.04</b> |
|--------------|-----------|----------------------|

### Uncleared Outstanding Items

|   |    |             |
|---|----|-------------|
| Uncleared Checks (FSB 3430)                 | \$ | -           |
| Uncleared Checks (FSB 2441 - Disbursements) | \$ | (96,097.37) |

---

|                        |           |                      |
|------------------------|-----------|----------------------|
| <b>Total Available</b> | <b>\$</b> | <b>10,821,796.67</b> |
|------------------------|-----------|----------------------|

### RESTRICTED FUNDS by Use

|                                  |    |              |
|----------------------------------|----|--------------|
| Bond funds (Gallatin County 911) | \$ | (8,884.66)   |
| Reserve fund                     | \$ | (982,868.00) |
| Big Sky Relief Fund              | \$ | (112,928.94) |
| Infrastructure Tax               | \$ | (458,472.96) |

### ESTIMATES

#### Projected Expenses Remainder of FY21:

|  |    |                |
|--|----|----------------|
| Operating Expenses - May/June                            | \$ | (63,976.00)    |
| Appropriation Balances                                   | \$ | (2,654,498.33) |
| Bond A - Debt Service due on 7/1/2021 & 1/1/2022 (total) | \$ | (107,885.00)   |
| Bond B - Debt Service due on 7/1/2021 & 1/1/2022 (total) | \$ | (89,368.00)    |

#### Projected Revenues Remainder of FY21:

|  |    |              |
|--|----|--------------|
| Returned Funds                                   | \$ | -            |
| April, May, June Collections                     | \$ | 1,216,278.00 |
| Interest income on Repo Account for May and June | \$ | 2,000.00     |

---

|  |           |                     |
|--|-----------|---------------------|
| <b>Total Cash available for Appropriation at 6/30/21</b> | <b>\$</b> | <b>7,561,192.78</b> |
|--|-----------|---------------------|

### FY22 Projections:

|                        |    |              |
|------------------------|----|--------------|
| FY22 Budgeted Revenues | \$ | 9,647,835.00 |
| FY22 Operating Budget  | \$ | (940,000.00) |

|  |           |                      |
|--|-----------|----------------------|
| <b>Total Available after FY22 Budgeted Projections</b> | <b>\$</b> | <b>16,269,027.78</b> |
|--|-----------|----------------------|



## FY22 APPLICATION QUESTIONS BSFD

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Fire Department (BSFD)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?  

BSFD does not have any FY21 funds remaining.

  - a. If yes, how much?
2. How did the COVID relief dollars impact your utilization of BSRAD funds last year (i.e., was \$ returned)?  

BSFD did not receive any COVID relief dollars last calendar year.

  - a. And how are they impacting your current requests?  
TBD
3. What changed between last year's projection and your actual total ask for this year?  

The slight variance is due to us utilizing a five-year-old comparable for engine builds without factoring in manufacturing cost inflation.
4. Will you have any excess operating funds at the end of this fiscal year?  

BSFD does not anticipate excess operating funds at the end of this fiscal year according to our FY21/22 approved budget. Any left-over revenues will be put towards larger capital project restricted reserves (future station) and paying off remodel debt.
5. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?  

BSFD has negotiated a new Collective Bargaining Agreement with Local 4732 which goes into effect July 1, 2021, with a 3% pay increase.

a. If greater than a 5% increase, please explain.

N/A

b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

|                            |    | Annual       |
|----------------------------|----|--------------|
| Fire Chief                 | No | \$141,089.53 |
| DFC of Community Risk Mgmt | No | \$128,872.36 |
| DFC of Operations          | No | 118,000.00   |

c. How does your staffing count compare to other Fire Districts in the area (i.e. West Yellowstone, Gallatin Gateway) please define the following count?

- i. Chief
- ii. Captain
- iii. Fire Fighter
- iv. Administrative Staff

A true comparison of staffing for Fire Districts would be to use Central Valley Fire District as they provide the same services including ALS/BLS transport.

BSFD:

- Fire Chief (1)
- Deputy Chiefs (2)
- Admin Staff (2)
- Battalion Chiefs (3)
- Captains (3)
- Captain Training Officer (1)
- Firefighters (16)

CVFD:

- Fire Chief (1)
- Deputy Chiefs (2)
- Mechanic (1)
- Admin Staff (2)
- Captains (3)
- Captain Training Officer (1)
- Firefighters (19)

6. What is your first priority as an organization this next year?

To provide the highest level of emergency services to the district and its taxpayers and visitors. To maintain sustainable growth that is driven by community need and demand in a fiscally responsible manner.

- a. How do your requests help you specifically meet that priority?

Our request helps us continue to provide a high level of emergency services throughout the Fire District and supplements the taxpayer dollars to maintain and improve upon our level of service that is primarily utilized by the visitors to the community.

7. Please provide the names of the individuals that will be representing your organization at the Review Meetings:

- a. June 7: Greg Megaard, Seth Barker, Dustin Tetrault
- b. June 10: Greg Megaard, Seth Barker, Dustin Tetrault

## **Project Name: Operations (3-Year)**

### **Project Questions:**

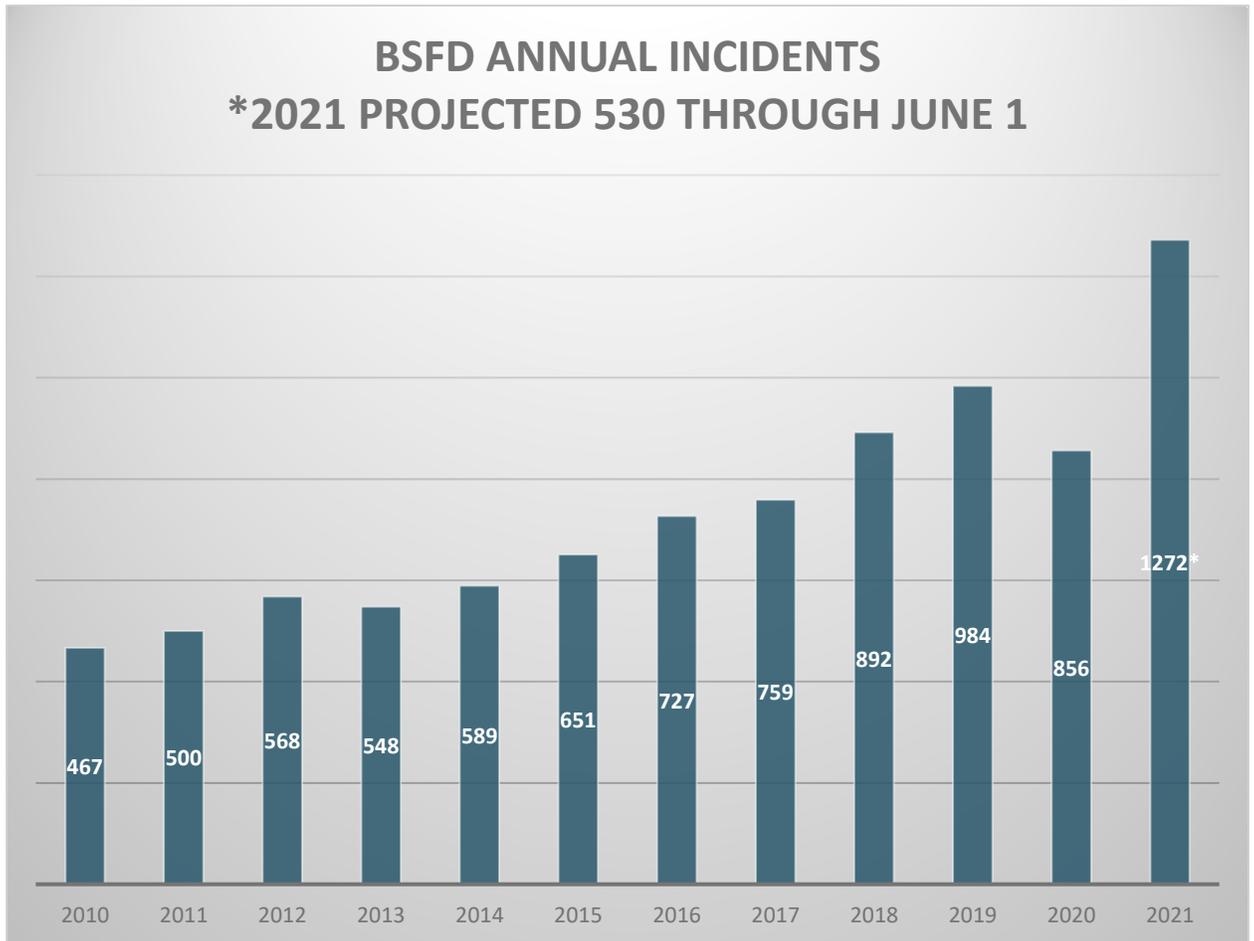
1. Does your income from the mill levy increase with an increase in property values?
  - a. If so, with recent significant increase in property values, will the percent of your operation budget that is covered by the mill levy increase and therefore decrease what is needed from BSRAD?

Yes, the mill levy does increase when the property values increase. That is why BSFD only requests approximately 17% of the overall operational budget each year when in fact 68% of our calls are generated from out of district visitor impact.

2. If any, what sacrifices have you had to make over the past year?

BSFD made several sacrifices over the past 15 months, like many fire departments we chose not to hire additional firefighters this past year which impacted our ability to open station 2 for the entire year and opted to staff it 24/7 during the peak season. Another sacrifice we made was no outside training for any member which made it difficult to maintain all of the required certifications for Fire and EMS personnel. During the pandemic we also made changes to our Capital request to assist with the unknown financial impacts the pandemic would have on everyone. We also had to discontinue with our shift-based company inspections program, job site inspections and community outreach due to the pandemic and reverted to essential functions only ie: 911 calls, transfers.

3. Please provide year over year call volume for the last 10 years:



4. When will the Mountain Fire Station be staffed?

My goal would be to open the Mountain Station 24/7/365 late this summer or early fall. This would have a significant impact on lowering our response times to all incidents in that area.

5. How did the COVID relief dollars impact your utilization of BSRAD funds last year (i.e. was \$ returned)?

BSFD did not receive any COVID relief dollars last calendar year.

a. And how are they impacting your current requests?

TBD

6. Did you receive funds for this project from BSRAD in FY21?

No, funds received in FY21 from BSRAD were used in our FY 20/21, the funding from this application period will be applied to FY 21/22

- a. If so, what percentage difference is this request in comparison to what you received FY21?  
N/A
  - b. Why the difference?
7. What hurdles exist in achieving the outcomes of your project?

No hurdles exist in implementation and utilization of this funding.

## Project Name: BSFD Capital Request

### Project Questions:

1. The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes.

*Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.*

The capital project will provide funding to remount one of our older ambulances increasing its lifespan and saving taxpayer dollars versus a new piece of equipment. The engine replacement is an integral project that was pushed back from last year. The capital purchase of a new engine will provide another structure engine for the community and will allow us to move our older engine into reserve status and potentially provide an option as a frontline apparatus for future Station 3 in Spanish Peaks. We currently have a 20+-year old engine in reserve status that is showing its age and is not a reliable contingency for our district.

2. The BSFD combined requests make up over 25% of the available funds. Do you feel this request reflects an equitable distribution of funds based on need in our community right now?

BSFD has and will continue to provide a 20-year Capital replacement plan to BSRAD for planning purposes. The reason this year is higher than last year was due to COVID and reduced collections we opted to move the engine replacement for last FY to this year due to the unknown impact that COVID-19 would have on the community.

BSFD recently received some COVID-19 reimbursement dollars and will be reducing our Capital request from \$1,035,000 to \$450,000.

3. What other sources of funding do you use for capital purchases?
  - a. Could you use reserves, grants, or excess operating funds?  
BSFD has used reserves, grants, and operating funds for Capital purchases. We continue to use reserves, grants, and operation funds for many Capital purchases. Over the past few years BSFD has used capital reserves to purchase new Dual Band mobile and portable radios, purchase three Lucas devices for CPR, 2 Life Pak 15 Defibrillators and replaced all of the old ambulance cots with a much safer EZ-load cots system.

4. What is the status of the 2 wildland fire engines BSRAD funded last year?

BSRAD did not fund 2 wildland engines last year, BRSAD funded 1 wildland cab/chassis and BSFD funded 1 wildland cab/chassis, and the MT DNRC funded both of the engines firefighting components. Both are currently at MT DNRC in Missoula getting the tank, pump and storage compartments installed. We still anticipate them being completed in mid to late June.

5. Has your board considered funding any of these expenses using your own bonding authority fully or partially?

We have not had conversations specific to bonding authority. We feel with the mix of our revenues and BSRAD funding that we should be able to fund items with a collaborative mix of funding and not have to have the burden be on the taxpayers.

6. Did you receive funds for this project from BSRAD in FY21?
  - a. If so, what percentage difference is this request in comparison to what you received FY21?

N/A

- b. Why the difference?

7. What hurdles exist in achieving the outcomes of your project?

No hurdles exist in implementation and utilization of this funding.



## FY22 APPLICATION QUESTIONS BSTD

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Transportation District (BSTD)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?

No, we plan to request all FY21 BSRAD funds.

- a. If yes, how much?

2. What steps are you taking for stronger financial sustainability?

With the positive vote on expanding the boundaries of the Transportation District, it is likely that within the next year or two, we will ask for the voters to approve a property tax to support the Transportation District. This will not eliminate the need for BSRAD support, however.

3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?

Karst Stage, the Contractor, will see an approximately 11% increase in its payment from FY21 to FY22.

- a. If greater than a 5% increase, please explain.

This increase is primarily due to an increase in service levels from FY21 to FY22, related to having half-hour service on Routes 1 & 2 during the winter of 2021-22.

- b. Please provide salary ranges and typical benefits for the following levels:

Executive, VP/Director, Manager, and Assistant/Coordinator: General Manager: \$65,000 - \$70,000; Coordinator: \$55,000-\$60,000.

4. What is your first priority as an organization this next year?

Add additional service during the winter season.

- a. How do your requests help you specifically meet that priority?

The BSRAD funding will allow us to add the additional service (frequency) on Routes 1 & 2 during the winter of 2021-22.

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: David Kack, Sam Luedtke and Ennion Williams
  - b. June 10: David Kack, Sam Luedtke and Ennion Williams

## **Project Name: Operations (3 Year)**

### **Project Questions:**

1. In an ideal world, but fair how and what should we request from both Counties for financial support?

We have asked Gallatin and Madison Counties each for \$80,000 in support for FY22. Madison county has already approved our request. Ideally, each County would provide at least \$100,000 per year in support.

2. What is the source of your insurance expense?

The liability insurance we have on our vehicles and for our operations. The insurance company is National Interstate Insurance, which is one of the few providers in the nation that works with public transportation entities.

- a. Have you considered arranging for insurance through county sources?

The Counties have been reluctant to cover our insurance needs in the past. We could see if it is a possibility again, however.

3. Please provide the year over year ridership #'s for the last 10 years:

See attached graphs.

4. Please explain the COVID relief dollars received and the effect it had on BSRAD requested funds:

With the CARES Act funding we received in FY20 and FY21, we did not request \$50,000 of our FY20 funds, and in FY21, requested only \$295,000 in funds as opposed to what would have normally been a \$850,000 request. With the CARES Act funding received, our FY22-24 requests are less than we would normally ask for, as we will spend down our reserves, so they get to a reasonable/normal level by the end of FY24.

5. Did you receive funds for this project from BSRAD in FY21?

Yes

- a. If so, what percentage difference is this request in comparison to what you received FY21?

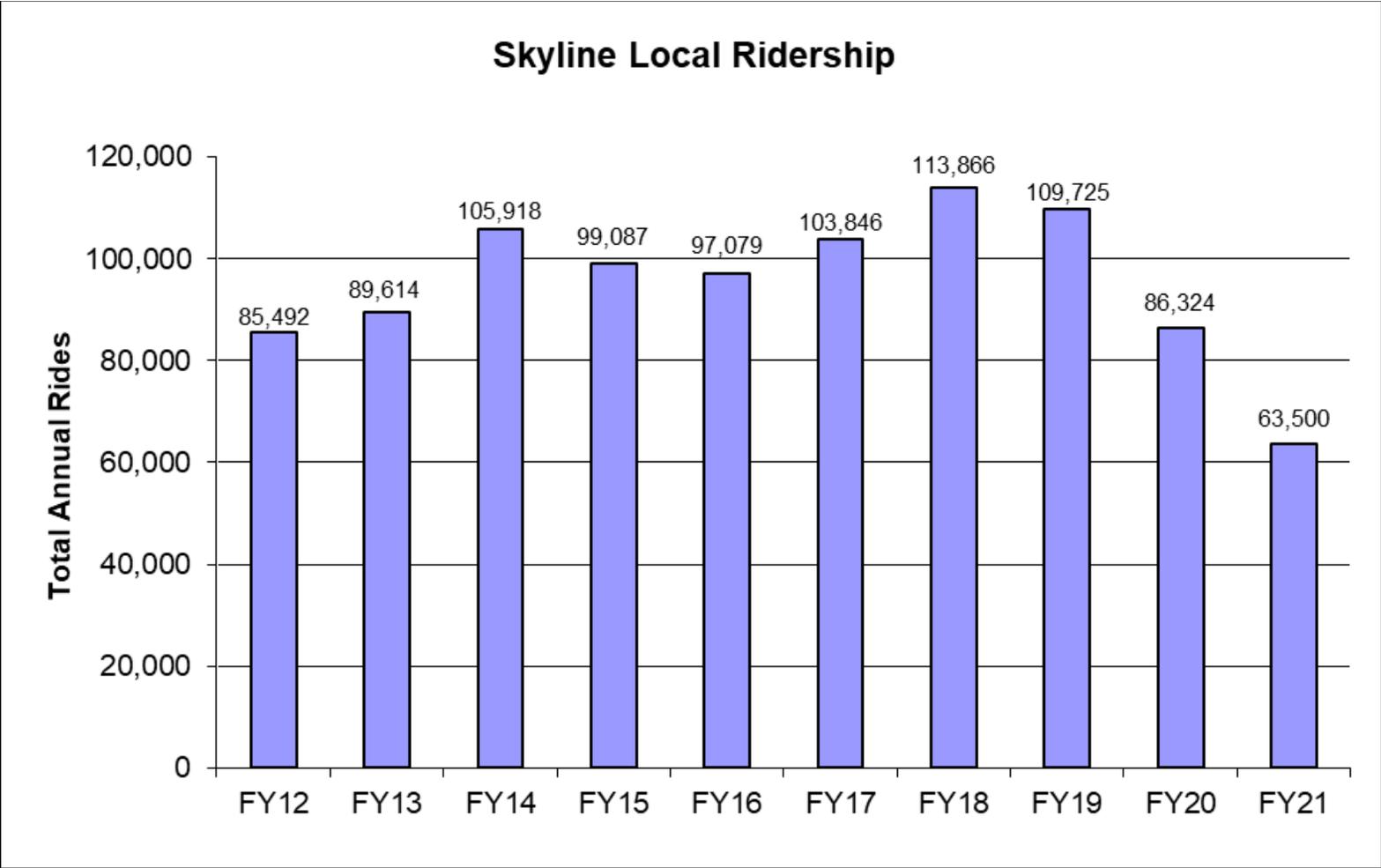
The current (FY22) request is nearly 200% greater than the FY21 request.

- b. Why the difference?

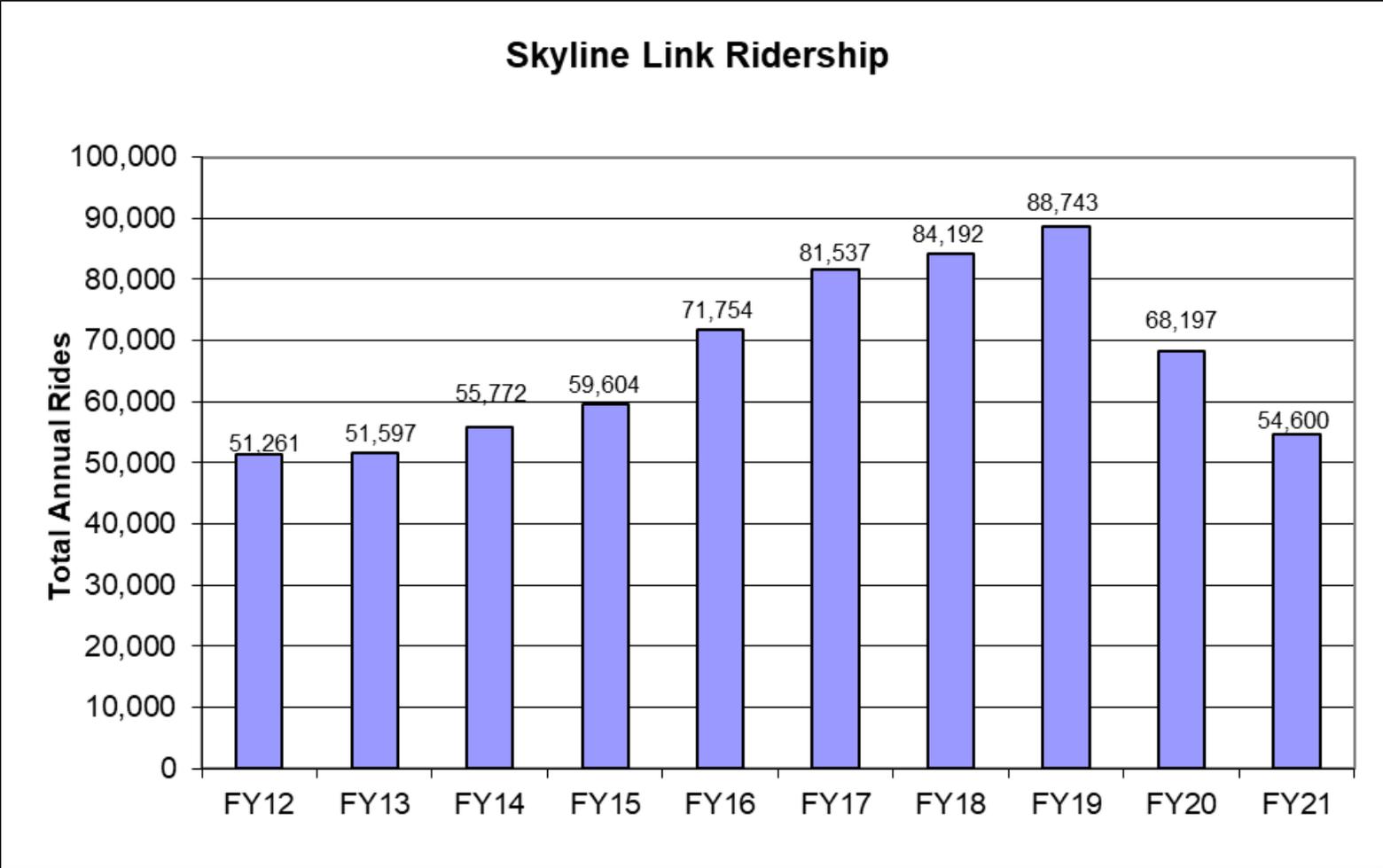
This is due to the fact in FY22 we will not receive any funding through the CARES Act or any subsequent COVID-19 related funding sources.

6. What hurdles exist in achieving the outcomes of your project?

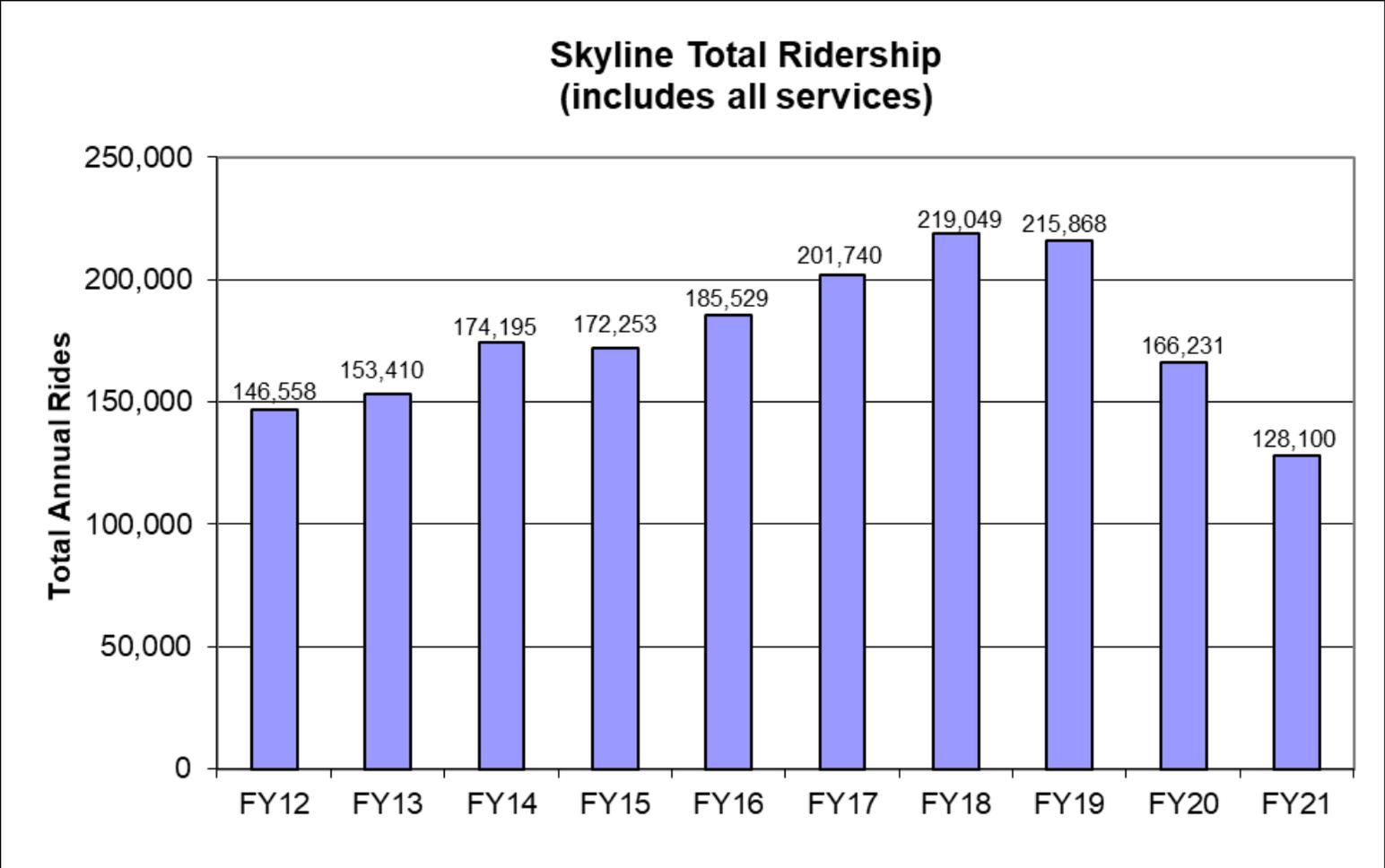
Ensuring that we have enough vehicles and drivers to increase service to the levels we are planning.



The local service includes all routes that stay within Big Sky. Note that the FY21 ridership is estimated.



The Link service is the service between Big Sky and Bozeman. FY21 ridership is estimated.



Total ridership includes local service, Link service, and the rides given through our vanpool service. FY21 ridership is estimated.



## FY22 APPLICATION QUESTIONS GCSO

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Gallatin County Sheriff's Office

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?  
No, there is no unanticipated savings from FY 21.
  - a. If yes, how much?
2. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:  
The total change in personnel requests from FY 22 over FY 21 is approximately 3.9%. The deputies pay increase was approved by Gallatin County Commission at 7%, but with changes in assigned personnel and overtime remaining flat, the total change is lower than 5%.
3. What is your first priority as an organization this next year?  
The Gallatin County Sheriff's Office priority is to continue to provide exceptional first class law enforcement services in Big Sky and all of Gallatin County. These requests help to support the staff and operations for the Big Sky Patrol.
  - a. How do your requests help you specifically meet that priority?
4. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Dan Springer, Mark Woodard, Dan Haydon
  - b. June 10: Dan Springer, Mark Woodard, Dan Haydon

## Project Name: Operations (3 Year)

### Project Questions:

1. Can you suggest what partners (including Resort Tax) need to be involved to forecast a cost and timeline for office space?

We continue to work with the Big Sky Fire Department in relation to Office Space.

2. When will Big Sky need another deputy?

- a. What metric(s) warrants additional staff?

We believe we will need more deputies in the Big Sky area as soon as next year. Our response numbers for the Big Sky area have increased, likely due to construction throughout the community and the interest people are showing for full-time residency.

Please provide the year over year call volume for the last 10 years

The Sheriff's Office changed records management systems (RMS) in October of 2018. The call volume for the Sheriff's Office in the Big Sky area since that time is as follows:

FY19 (Oct 2018 to June 2019) – 3940 calls for service, averaging 438 calls per month

FY20 (July 2019 to June 2020) – 6141 calls for service, averaging 512 calls per month

FY21 (July 2020 to May 2021) – 6101 calls for service, averaging 555 calls per month

The Sheriff's Office is unable to access the data from the prior records management system to be able to parse data specific to the Sheriff's Office in the Big Sky area.

3. Did you receive funds for this project from BSRAD in FY21?

Yes, the Gallatin County Sheriff's Office received funding in FY 21 for the Big Sky/Canyon Division Patrol function. The net change in requests is 3.871%. The difference is primarily related to the increase in payroll costs related to annual pay increases, but also includes small operating increases for fuel, phones, auto repairs, insurance, and other items.

- a. If so, what percentage difference is this request in comparison to what you received FY21?
- b. Why the difference?

4. What hurdles exist in achieving the outcomes of your project?

We have limited hurdles for this project request. The partnership with BSRAD has been successful and we expect that to continue.



## FY22 APPLICATION QUESTIONS GCWSD

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Gallatin Canyon Water and Sewer District

#### Sponsor Questions:

1. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22? *We have projected a static level of compensation.*

*We anticipate that changing when services begin to be provided and revenue begins to be collected.*

- a. If greater than a 5% increase, please explain.
- b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

*Because we will not be providing service yet, we will have a part time administrator and a management company to run the business portion of the organization*

2. What is your first priority as an organization this next year?

*Our first priority will be to get the business portion of the organization up and running and to contract enough engineering work to help plot a course for how the expansion and creation of services will proceed.*

- a. How do your requests help you specifically meet that priority?

*The three year operational money will help in all phases. The legal fee line item which is part of the office expense will give us funding to create an annexation process with accompanying paperwork as well as a budget to process the applications. The engineering line item will allow us to perform studies and analysis to determine the areas that need the most help and identify the areas that help the most people for the amount of funding along with creating a customer base that will allow the district to stand on it own and be fiscally independent.*

3. Please provide the names of the individuals that will be representing your organization at the Review Meetings:

- a. June 7: Scott Altman, Kristin Gardner with Gallatin River Task Force, Mace Mangold with WGM

- b. June 10: Scott Altman, Kristin Gardner with Gallatin River Task Force, Mace Mangold with WGM

## Project Name: Operations (3 Year)

### Project Questions:

1. Please provide an update on the status of your board positions:

*Renae Schumacher has been approved by the Board of County Commissioners and she is in the process of nominating Jon Olsen and Scott Altman as the other two board members. We anticipate having this process complete by the end of June.*

2. What are the \$25k in funds for "Office Space" going to be used for?

*The 25k is broken down as follows:*

|                                   |                    |
|-----------------------------------|--------------------|
| <i>Accounting Fees</i>            | <i>\$3,000.00</i>  |
| <i>Legal Fees</i>                 | <i>\$20,000.00</i> |
| <i>Office and meeting expense</i> | <i>\$2,000.00</i>  |

*This will be for having someone advertise and notice all the meetings per state law*

3. Can this expense be covered by the 1% for infrastructure the community passed?

*My understanding was that it was just for infrastructure*

4. What private \$ have been contributed and from whom?

*To date all the of the formation expenses and fees have been donated by the quarry. For the ARPA funding requests, Big Sky Rock LLC has pledged \$2,000.00 and Lone Mountain Land have pledged \$2,000.00*

5. Why is there no other funding source for this project?

*We are just in the formation stage of our district and have no employees nor customers yet. We anticipate this district will be fiscally independent as services come on line. This funding will allow us to pursue other avenues of funding such as the ARPA funding.*

6. Would you expect the homeowners in this district pay-in at any point in time for this service like our existing WSD?

*Yes, we anticipate following the public service commission regulations in setting rates, and collecting the income required to balance the budget of the district. This of course cannot start until we have the infrastructure in place up to the BSWSD.*

7. What hurdles exist in achieving the outcomes of your project?

*Our main hurdle will be the Fund Raising, permitting and installation of the infrastructure that will collect the effluent from the canyon residents and deliver it to the lift station at the Conoco.*



## FY22 APPLICATION QUESTIONS BSCHT

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Community Housing Trust (BSCHT)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much?

As previously discussed, the majority of Future Project Funds will be spent beyond June 30<sup>th</sup> on the RiverView land purchase and to cover the MeadowView deficit. This is within the contract deadlines.

As of this week, as most of the closings are now scheduled and loan details available, MeadowView Down Payment Assistance needs have come in lower than forecasted. It is projected that \$50,000 from our FY21 Resort Tax will not be spent. Given this latest data, and after discussion with BSCHT Board regarding future DPA uses, we would also like to reduce our FY22 ask and remove the DPA request for \$40,000. In total, this is a reduction of \$90,000 that BSCHT is able to reduce from past and current funding requests BSCHT does anticipate spending all allocated monies for Operations.

2. How do you suggest you adapt your approach to completing applications that are more responsive to our evaluation process?

On March 23 BSCHT submitted to Jenny Muscat some concerns with the way questions are worded which does not fit our initiatives, making it very difficult for us to accurately describe our impact. No suggested help was offered at that time. I met with Danny and Jenny on May 21 to discuss ways to improve the alignment between BSCHT funding needs and the BSRAD format. We agreed a strategy session in July would be appropriate to discuss this topic with the BSRAD and BSCHT Board representatives.

Our strategy has been to use community funds to buy workforce housing development land so that the land can legitimately be placed in a Community Land Trust. It is now clear to me that the project data I submitted for capital expenditures should have represented the entire development project; I had included in the project budget only the funds required for the land acquisition. This resulted in a grossly overstated reliance by BSCHT on Resort Tax funds. The Riverview Total project cost is \$8.5 M and the Resort Tax contribution is forecast to be 26%. We are actually proud of our progress on becoming less reliant on Resort Tax funding, for such a young organization. BSCHT has generated \$62,000 from other revenue sources, not including grants and philanthropy, to cover 31% of our Operating and Program Costs in our first year as a new entity.

3. What changed between last year's projection and your actual total ask for this year?

Last year BSCHT projected a FY2022 need of \$2,000,000. This year, as our fledgling organization is evolving and growing and new initiatives are being developed, our total request is below that projection: \$1,870,000 (includes the \$40,000 DPA reduction mentioned above). The housing problem we are attempting to solve is huge and we desire to accomplish much with these allocated funds. We respect that other organizations also need to benefit from Resort Tax funds, so are working to be a good financial partner and keep our request as reasonable as possible.

4. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?

a. If greater than a 5% increase, please explain.

Operations Assistant pay increased 10% - in 2021 she was a probationary new hire. Her FY2022 rate is only \$22/hour. Executive Director wage rate increased 5%

b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

We only have 2 staff members and desire to add a third. Benefits include high deductible health care, minimal vision and dental coverage, standard PTO days

Executive Director Salary \$80,000

Operations Assistant \$45,600

5. What is your first priority as an organization this next year?

Our biggest priority is to increase the availability of housing for the local workforce.

These were the top three priorities identified by the BSCHT Board in our March Planning Session.

## 2021 STRATEGIC PRIORITIES



### FUTURE DEVELOPMENTS

#### GOALS

- Successful LMLC collaboration
- Begin a second development



### RENT LOCAL

#### GOALS

- Convert 60 vacation units
- Increase HOME SHARE inventory



### DOWN PAYMENT ASSISTANCE

#### GOALS

- Assist final MeadowView buyers
- Continue growth of fund

- How do your requests help you specifically meet that priority?

As the LOI and application went in detail to explain, all of our initiatives address that overarching priority.

- Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - June 7: Laura Seyfang
  - June 10: Laura Seyfang

### Project Name: Down Payment Assistance

**Project Questions: BSCHT withdraws this funding request. Very recent projections of DPA needs to finish MeadowView Sales shows that we will not need these funds.**

DPA requests were lower than anticipated as more buyers came in with higher than expected savings. Lower mortgage interest rates and higher appraisal values have helped buyers to afford to borrow more with their mortgage loans. Board discussions are ensuing regarding ways to adjust the DPA program to be able to help market-rate buyers, but at this time, the program does not work for them.

- Is the \$5,000 of payroll and benefits in addition to the \$165,000 outlined in your operations project budget?
- How is this project working towards the numbers/goals outlined in the action plan?
- For how many years will DPA funds be needed from BSRAD?
- What other philanthropic resources are available for this?
- Is it required the unit must be "deed restricted" for use of down payment assistance?
- Did you receive funds for this project from BSRAD in FY21?
  - If so, what percentage difference is this request in comparison to what you received FY21?
  - Why the difference?
- What hurdles exist in achieving the outcomes of your project?

## Project Name: Rent Local Incentive

### Project Questions:

1. What does a "standard" financial agreement for an owner in the rent local program look like?

The program details are currently under development by staff and committee members. Research is being done regarding efforts in other markets. It is anticipated that the owners' agreement will commit them to a minimum of a 6 month lease to local workers, with a cap on rent levels. Payments of subsidy amounts will be tied to the length of lease as well as the rent charged to tenants. When an agreement draft is substantially complete, Trust Montana legal team will review and advise the most appropriate contract type and wording.

2. Is the \$21,000 of payroll and benefits in addition to the \$165,000 outlined in your operations project budget?

Yes it is in addition. BSCHT TOTAL payroll/ benefits in 2021 calendar year (our fiscal year) for the organization equals \$135,000. The total organization budget for payroll/benefits for BSRAD FY2022 is \$191,000, which includes 5% pay increases and partial funding of an additional staff member. Remaining funding for staffing is being covered through other revenue sources such as grants and income generated through services provided

3. How is this project working towards the numbers/goals outlined in the action plan?

As described in our application, this program adds housing for local workers. It provides a low investment stopgap until additional rental units dedicated to the local workforce can be constructed. It is being hailed across the state and in other Mountain Resort communities as an innovative approach worth attempting.

4. If this case can be made to property owners based on economics, why are subsidies funded by Resort Tax necessary?

The economics only work for owners when a subsidy is included. Currently owners of older Meadow condos can make an average of \$6500 /year more renting short term to visitors than renting to local workers long term.

5. How do you monitor the rent amount on these units to ensure the rent is affordable for the workforce?

Owners will sign an agreement which defines the rent level. Tenants will be encouraged to report rent increases.

6. How many units, to date, are part of the “Rent Local” initiative?  
a. Is it just the 11 from 2020?

3 more units have been added in 2021

- b. If so, what is this coming out \$/per unit?

No subsidy has been paid to date so these units were added only at BSCHT overhead cost. Our goal is to convince more owners to engage. As stated in the application, the suggested annual subsidy per unit is \$6500. If 50 units are successfully added to the rental pool, the Resort Tax contribution of \$130,000 equates to \$2,600 per added unit or \$867 per person housed (assumes 3 persons/unit and annual leases).

7. How long does a unit owner have to “commit” to qualify for this program?

Details are not finalized, but it is anticipated that owners must commit to a minimum of a six month lease, and then receive only half a year in subsidy.

8. Did you receive funds for this project from BSRAD in FY21?

NO it is a new initiative

9. What hurdles exist in achieving the outcomes of your project?

As an innovative and new approach, it is unknown how successful the cash incentive will be to convince owners to convert their units. The good news is ONLY owners who do convert receive a subsidy. Resort Tax funds will not be spent if units are not added to the pool. There is little out of pocket cost if this effort is not successful, but a tremendous upside if it is. The biggest hurdle is reaching and convincing owners to engage in the program.

## Project Name: Operations

### Project Questions:

1. How is this project working towards the numbers/goals outlined in the action plan?

The role of the BSCHT is clearly explained in our LOI. Our mission is to expand the availability of housing units available to the local workforce. Our 2018 Housing Action Plan details specific strategies which the staff and Board are rigorously following. Operations costs include the salary, benefits and minimal overhead costs of this small and efficient organization. Without staff, our goals of increasing the amount of workforce housing in our community cannot be achieved.

2. Your planning suggests more diversified funding sources in the future, which is good. Explain your approach for achieving this.

Diversified income is a current reality not just a future projection. BSCHT currently provides basic property management services for rental properties in our Rent Local program, CLT management and HOA management services for MeadowView Condos. All of this generates revenue. Philanthropic support from the community is growing as the organization is recognized for its progress. We have applied for a Murdock Foundation Grant. We continue to work with State

Housing groups to explore other funding alternatives. We are members of the Montana Non Profit Association which provides Grant information.

3. How can leverage your partners for additional funding sources?

BSCHT applies for grant money from all the local foundations and explores every opportunity to identify additional funding opportunities in a State that has very little moneys allocated for this problem.

4. Did you receive funds for this project from BSRAD in FY21? YES

a. If so, what percentage difference is this request in comparison to what you received FY21?

3% increase

b. Why the difference?

As explained in our application, a slight increase in wages and the addition of a staff member is forecast in this next year so that we can accomplish our goals.

5. What hurdles exist in achieving the outcomes of your project?

The biggest hurdles include finding sufficient funds to move forward quickly to address the escalating issue of workforce housing. Recent legislative changes have only made this problem worse in the State, as several funding options were recently removed by the current administration (inclusionary zoning, HOA rights to limit STRs, expanded use of Coal Trust funds). Escalating building costs and land prices, and growing number of job openings in our community make this a very challenging and expensive issue to solve.

## Project Name: Future Development TBD

### Project Questions:

1. Will this project have rental or ownership units?

Most likely the project will include both rental and home ownership units. We have identified 3 or 4 potential investment properties, but which one will move forward is uncertain.

a. If so, how many of each?

The answer depends on which property is acquired.

2. What is the agreement with CHAP on this project?

There is no agreement yet; BSCHT is open to additional CHAP partnerships as well as with other developers on the next projects. But any project we work on will require similar stipulations as the RiverView project: affordability, deed restriction, no short term rentals, etc.

3. Please further explain how 150 people will be served by this project.

That is a ballpark estimate of how many residents would be housed in the newly constructed units, but that estimate is tentative at best. Larger lots would allow for even more units created and residents served. The impact truly reaches beyond those housed. Every one of their employers

benefits when a worker is securely housed locally. The community as a whole gains the benefit of these new residents who are more likely to get engaged in local activities and shop locally.

4. Can the same contingencies be placed on this project as the Riverview project?

The plan is to use the Riverview agreement as a template for additional developments.

5. How is this project working towards the numbers/goals outlined in the action plan?

As additional units are created that are dedicated to local workers, the goals of the action plan are achieved.

6. What other funding sources are you considering for this?

We are very hopeful we will be awarded 9% Tax Credit funds for Riverview. It is unlikely we would be awarded 9% Federal Tax Credits for back to back projects, as the application is competitive and funds are limited. But 4% Tax Credits are available, and the continued search for housing funds is ongoing.

7. Do you have the capacity to lead two large-scale housing projects at once effectively?

Development Projects take 2-4 years beginning with planning until construction is complete. To accomplish the goals of our organization and meet the needs of the community, BSCHT feels we need to continue to add projects, particularly land purchases, without delay. We will always choose an appropriate development partner (Blue Line Development for RiverView) who has the expertise and capacity to handle the project.

8. Does the land already have everything you need to be able to build the units on it i.e., zoning, water, and sewer etc.?

Of the 4 potential properties for purchase, there are varying degrees of existing entitlements. All have the ability to be fully entitled with full utility service to meet BSCHT's criteria for acquisition consideration.

9. Do you have land identified for acquisition?

BSCHT is in discussions with 4 unique property owners about different parcels but without funding, we cannot make any commitments.

a. What are the project details for the buildings on the land?

Depending on the parcel acquired, both modest homes and rental apartments would be considered to populate the parcel. BSCHT continually looks at the balance of rentals vs ownership units in this changing real estate market to assess which option is most urgent and strategic.

10. Is it realistic your ask will decrease in 2024 to \$500k?

The request was written assuming this particular project would evolve into one with a name and specific funding needs. The 2024 projection referred to this specific next project. It is likely that most years we will require funding for another development, until the supply is closer to demand. If BSRAD prefers we generically treat this project as ALL future developments, we can revise our

forecast to something closer to \$1.5M each year. This will be a great thing to discuss in depth with the BSRAD Board.

11. Did you receive funds for this project from BSRAD in FY21?

Not for THIS TBD project, but we did receive funds for RiverView, which last year was called a TBD Future Development. We were awarded \$1.4 Million.

- a. If so, what percentage difference is this request in comparison to what you received FY21?

We are requesting this year only 78% of last year's amount.

- b. Why the difference?

In an effort to share Resort Tax Funds across all community organizations we have requested only the minimal amount we feel is required to move the next land purchase to a successful resolution.

12. What hurdles exist in achieving the outcomes of your project?

Real Estate prices are soaring and land availability is diminishing. Real estate changes hands quickly and transactions cannot be forecast in detail years ahead. What is a constant is the need to invest in land which can be deed restricted and made available to the workforce in perpetuity.

## Project Name: RiverView Apartments on Lone Mountain Trail

### Project Questions:

1. How is this project working towards the numbers/goals outlined in the action plan?

The action plan called for development of over 400 rental units by 2023. This is the first project to work toward meeting that goal.

2. The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes.

The RiverView Apartments are planned to bring 24-units of affordable rental housing to Big Sky residents. This is part of a larger project which benefits from collaborations between Big Sky Resort Area District funding, Big Sky County Water and Sewer infrastructure improvements and private development initiatives by CrossHarbor Investment Partners Housing Access Partners.

3. What progress has been made in obtaining the other approvals needed for this project?

- a. BSWSD annexation?

BSWSD Voted to approve annexation on May 18, 2021

- b. Gallatin County Planning?

The Planning Dept has given suggestions and feels a PUD will be our best approach.

c. LIHTC?

Initial review with MBOH is May 24<sup>th</sup>. All BSRAD Board members were asked to write letters of support for this competitive application.

4. Where can you bring in additional matching funds to help fund this project?

Tax Credit funding of \$6.5 M is being sought. On May 25<sup>th</sup> our project passed the first hurdle with Montana Board of Housing and we have been invited to submit a full application. BlueLine Developers are very experienced at helping organizations secure affordable housing project funding, and we have engaged their services to help us navigate this challenge. 2020/2021 Resort Tax funding of \$1.4 million along with this request for FY2022 and the projected ask for next year accounts for only 26% of the total costs.

5. Did you receive funds for this project from BSRAD in FY21?

Yes \$1.4M was awarded to the project identified at that time as TBD Future Development

a. If so, what percentage difference is this request in comparison to what you received FY21?

This ask is 35% of last year's ask

b. Why the difference?

With the original award we will be able to secure the land purchase. This award will allow the project to continue with payments towards infrastructure costs.

6. What hurdles exist in achieving the outcomes of your project?

Escalating building costs, the rate of which no one could have predicted a year ago are a big concern. While contingencies have been built into this project, it cannot sustain continued increases like we have recently seen. Other hurdles include property easement relaxations and of course being awarded the Tax Credit funds.



## FY22 APPLICATION QUESTIONS BSCO

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Community Organization (BSCO)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds? **No, not at this time.**
  - a. If yes, how much?
2. What changed between last year's projection and your actual total ask for this year?  
**In last year's projection, we anticipated starting large trail construction projects and asking BSRAD for a portion of that funding. We have not been able to move forward on those projects due to gaining easements, and therefore those costs are not included in this year's request. O&M has remained fairly consistent with what we were anticipating. The total cost of constructing the maintenance building has increased since last years projections. The net result of these changes is a lower ask than we were projecting.**
3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22? **46% increase for BSCO as a whole**
  - a. If greater than a 5% increase, please explain. **BSCO is expanding to better meet the needs of the growing community. BASE will require approximately 10 additional staff to properly manage and operate the fitness center, rock climbing gym, multi-purpose community rooms, youth recreation sport leagues, ice rink, etc. In addition, BSCO needs to invest in support staff to meet the increased usage of existing parks and trails, and plan for future expansion.**
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator: **Executive - \$130K-160K; Directors - \$65K-85K; Managers - \$24/hr - \$28/hr; Coordinators - \$14/hr - \$18/hr**
4. What is your first priority as an organization this next year? **BSCO's first and top priority in the next year is successfully opening BASE to serve the community.**
  - a. How do your requests help you specifically meet that priority? **Our request allows us to hire additional operating staff for BASE, and to ensure proper support of new and growing youth and adult recreational sport leagues. In addition, the request for lawn care equipment allows BSCO to better maintain Len Hill Park.**

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Whitney Montgomery & Adam Johnson
  - b. June 10: Whitney Montgomery & Adam Johnson

## **Project Name: Operations & Maintenance**

### **Project Questions:**

1. Please provide an update on the merger with BSSHA:

BSCO & BSSHA's boards of directors have approved initiating the process of the merger. Next steps are to engage legal counsel to assure the merger is completed properly and assets are transferred accordingly. BSCO is planning to maintain the new ice rink and oversee historical BSSHA programs and operations by the 2021-2022 winter.
2. Please provide an update on the progress of BASE:

There are three major efforts underway to prepare for the opening of BASE in early 2022. Construction of the building, ice rink and park remain generally on schedule but impacts caused by supply chain challenges and labor force may cause delays. A second effort is putting together the operational plan to provide the community with growing youth and adult recreational sport leagues and enrichment opportunities. Finally, a comprehensive financial plan, including securing additional funds for the increased construction costs, is being developed. Len Hill Park is scheduled to open July 2021 for the community to enjoy and for the Arts Council of Big Sky to hold their summer Music in the Mountains series.
3. Please explain how in future years the Parks & Trails District could take over this request:

The Parks District has the potential to take over this request once a management agreement is finalized, which we are pursuing. The next step in this process will occur late summer/early fall by renewing the interlocal agreement between the two counties that expires in February 2022. BSCO and the Parks District have engaged legal counsel to determine the requirements of the Parks District assuming the management of the parks and trails system. The management agreement will include the leasing of BSCO's assets, fees for maintaining BSCO assets, and other contractual agreements including insurance, etc. Once these issues have been addressed and the interlocal agreement has been renewed, BSCO will work with the Parks District to transfer this request. The goal is to complete this process by May, 2022.
4. How much of this expense is associated with the operations and maintenance costs of opening BASE mid-way through the fiscal year? \$66,381 – directly related to new BASE expenses. Specifically, the expenses are related to office costs, professional services, HOA dues, utilities, insurance and maintenance.
5. How much money are you saving owning your own office space and maintenance equipment?

We anticipate a decrease in office space expense starting in January from our current annual

rent and utilities of \$53,000. However, the total savings will not be fully known until some operating history is behind us.

For the Maintenance Equipment, there are slight savings in this current FY22 BSRAD request of \$2,000. In years to come, the savings will greatly expand with less dependence on contracted lawn services in Community Park and other BSCO assets.

- a. Is this reflected in the request? Yes, they are.
6. Can you please provide your O&M budget the last 5 years and note where new assets were added? Please see attached budget summary.
  7. How much (\$ and %) of BASE operating expense are you anticipating requesting from BSRAD? Analysis of operating expense projections for BASE are underway. We estimate seeking funding from BSRAD for BASE to be \$100,00 - \$120,000 annually, and we are unable to give a percentage at this time. We anticipate only requesting from BSRAD the O&M for the "Public" space portions of the facility such as Len Hill Park, bus stop, restrooms accessible from the exterior, and the arts and culture wing. In keeping with prior year funding requests, we are not requesting resources to cover the costs of programming.
  8. Why is there a large (over 10%) increase in Resort Tax revenue reliance from FY22 to FY23? There are two reasons: the increase is due to the planning and opening of BASE; and a larger decrease than expected in the FY21 BSRAD request due to Covid. In addition, overall O&M expenses were increased by 3% for inflation. There is a small increase in employee benefits due to growth and tenure of employees.
  9. Did you receive funds for this project from BSRAD in FY21?
    - a. If so, what percentage difference is this request in comparison to what you received FY21? Yes, and the request is 22% higher including adjustments for inflation.
    - b. Why the difference? Maintaining and cleaning BASE are the main drivers of the increase. Given the anticipated use by residents and visitors, a great deal of maintenance and cleaning will be needed. In addition, all professional services (IT, legal, accounting, etc) will escalate.
  10. What hurdles exist in achieving the outcomes of your project?

The impact of more residents and visitors using the parks and trails is requiring more maintenance and cleaning to keep them safe. This hurdle is a natural consequence of more users due to the growth in Big Sky.

## Project Name: Parks & Trails Maintenance Equipment

### Project Questions:

1. Did you take the contractor cost out of your Maintenance and Operations Budget for this service? Yes, BSCO removed the appropriate portion of contracted lawn care from the FY22 request. BSCO will maintain Len Hill Park after it reopens this July if the funding request is approved.

The contracted lawn services for the Community Park and Crail Ranch will remain this year to ensure continued maintenance through the spring and summer. BSCO anticipates phasing out the contracted lawn services by FY23 all together.

2. Do you have a capital plan or a reserve plan? The maintenance equipment required for BSCO is reviewed yearly and determined during the annual planning cycle to meet the Master Parks and Trails Plan, such as the acquisition of a snowmobile and grooming equipment in 2018. Given the concerns of BSRAD funding last year caused by Covid-19, all equipment requests were removed from BSCO's FY21 requests. This shifted our Master Parks and Trails capital plan back a year. BSCO intends to request additional, multi-use equipment in next year's BSRAD request which will bring us current for our needs.

BSCO maintains a reserve for unexpected situations and maintenance of the parks and trails system. In addition, BSCO is applying for a Line of Credit (LOC) to grow reserves to prepare for BASE. A recent example of using the reserves was the repair to Ousel Falls trail in 2018. Given the significant precipitation that year, Ousel Falls trail was "washed out" unexpectedly. The washing out of Ousel Falls trail in 2018 caused an unexpected expense of nearly \$8,000.

3. Your application states you need \$0 for equipment the next 2 years. Is this accurate? We will not be requesting funds for additional lawn care equipment for two years. We do anticipate, however, in FY23 requesting funds for an additional multi-use piece of equipment to be used across the parks and trails system.
4. Did you receive funds for this project from BSRAD in FY21? No, we did not request or receive funding for this project in FY21.
  - a. If so, what percentage difference is this request in comparison to what you received FY21? N/A
  - b. Why the difference? N/A
5. What hurdles exist in achieving the outcomes of your project? We do not foresee any hurdles in achieving the outcomes of this project. We have the Toro Groundsmaster 3200 Series Mower on hold, so as soon as requested funds are approved, we can finalize the acquisition.

## Project Name: BSCO Maintenance Facility

### Project Questions:

1. Can this be adapted to provide storage for BSSHA equipment?  
The maintenance facility will be used to house the machinery and equipment needed for the maintenance of our Parks and Trails system year-round. The building will not be conducive to storing BSSHA equipment due to the amount of chemicals and fuels that could be absorbed by the hockey equipment. This potentially could cause safety issues for the participants who rely on the equipment. Additionally, the maintenance facility will be located at the Community Park and the ice rink is located in Town Center. The distance would create the need to continuously transport equipment across town.
2. What are the dimensions of the building and the anticipated \$/SF?  
The building is 60' x 40' in dimension, resulting in 2,400 sqft footprint. We are gathering proposals from various companies for the construction of the building, but the initial estimates from construction professionals and other research of actual costs to similar buildings recently completed in the Big Sky area reflect a cost of \$100/sqft. This includes the foundation as well as the structure.
3. What are the annual costs, including reserves, of the new building? While the actual annual costs of the new building cannot be fully realized until there is some operating history behind us, we estimate the annual costs of the new building to be approximately \$7000 per year. This is broken down as approximately \$3500 in electricity, \$2000 in phone/internet, and \$1500 in water/sewer. BSCO maintains reserves for unexpected maintenance in the Parks and Trails system. The reserves and future LOC will cover any additional funds required to operate the building.
4. Did you receive funds for this project from BSRAD in FY21? No, we did not request or receive funding for this project in FY21
  - a. If so, what percentage difference is this request in comparison to what you received FY21? N/A
  - b. Why the difference? N/A
5. What hurdles exist in achieving the outcomes of your project? The primary hurdle we face is keeping funding in line with the rising costs of materials. These challenges face every new construction project in Big Sky. However, when we initiated the project we included a contingency of 15% to cover the rising cost of materials.

## Project Name: BSCO Tennis Court Resurfacing

### Project Questions:

1. Does the BSCO have a reserve study and funding plan for the reserves? **BSCO receives annual donations from the pickleball and tennis user groups to help support the maintenance and upkeep of the tennis courts. We are also working with both groups to raise additional funds to cover the costs of the resurfacing. The annual crack sealing (\$1500) is included in our annual maintenance budget.**
2. Did you receive funds for this project from BSRAD in FY21? **No, we did not request or receive funding for this project in FY21**
  - a. If so, what percentage difference is this request in comparison to what you received FY21? **N/A**
  - b. Why the difference? **N/A**
3. What hurdles exist in achieving the outcomes of your project? **BSCO is working to ensure the additional fundraising efforts for this project are successful to help with cost sharing.**

**BSCO 5 year Budget Summary**

|   | 2017.18 Budget AMT            | 2018.19 Budget AMT                   | 2019.20 Budget AMT                | 2020.21 Budget AMT                       | 2021.22 Budget AMT     |
|---|-------------------------------|--------------------------------------|-----------------------------------|--|------------------------|
| <b>Operations &amp; Maintenance</b>       |                               |                                      |                                   |  |                        |
| Staff Wages & Benefits                    | \$ 348,488                    | \$ 408,040                           | \$ 657,910                        | \$ 790,051                               | \$ 1,148,435           |
| Office Expense                            | \$ 17,694                     | \$ 29,125                            | \$ 31,581                         | \$ 51,245                                | \$ 200,298             |
| Professional Services                     | \$ 23,704                     | \$ 30,270                            | \$ 37,760                         | \$ 100,010                               | \$ 163,401             |
| Occupancy                                 | \$ 42,750                     | \$ 48,000                            | \$ 48,000                         | \$ 61,390                                | \$ 53,852              |
| Utilities                                 | \$ 8,437                      | \$ 9,589                             | \$ 14,778                         | \$ 22,075                                | \$ 61,141              |
| Insurance                                 | \$ 40,224                     | \$ 50,825                            | \$ 55,633                         | \$ 76,903                                | \$ 62,530              |
| Advertising                               | \$ 21,672                     | \$ 6,788                             | \$ 4,680                          | \$ 4,380                                 | \$ 19,893              |
| Repairs & Maintenance                     | \$ 110,311                    | \$ 99,911                            | \$ 104,222                        | \$ 97,692                                | \$ 141,858             |
| Bank & CC Merchant Fees                   | \$ 1,550                      | \$ 1,813                             | \$ 1,893                          | \$ 2,479                                 | \$ 8,166               |
| Donation Expense                          | \$ -                          | \$ 6,150                             | \$ 12,720                         | \$ 9,257                                 | \$ 6,950               |
| Program Expense                           | \$ 30,030                     | \$ 16,935                            | \$ 13,131                         | \$ 32,640                                | \$ 96,169              |
| Special Projects (not included below)     | \$ 5,000                      |                                      |                                   |  | \$ 137,000             |
|   |                               |                                      |                                   |  |                        |
| <b>TOTAL Operations &amp; Maintenance</b> | <b>\$ 649,860.00</b>          | <b>\$ 707,446.00</b>                 | <b>\$ 982,308.00</b>              | <b>\$ 1,248,122.00</b>                   | <b>\$ 2,099,693</b>    |
| <b>BSCO Projects</b>                      | <b>\$ 324,948</b>             | <b>\$ 216,497</b>                    | <b>\$ 1,742,154</b>               | <b>\$ 11,384,099</b>                     | <b>\$ 425,500</b>      |
| <b>Total Budget</b>                       | <b>\$ 974,808.00</b>          | <b>\$ 923,943.00</b>                 | <b>\$ 2,724,462.00</b>            | <b>\$ 12,632,221.00</b>                  | <b>\$ 2,525,193.00</b> |
|   |                               |                                      |                                   |  |                        |
| <b>Assets Added</b>                       | Ralph's Pass Opens            | Park Parking Lot Sealed              | Purchase LHP                      | Beehive Basin completed                  |                        |
|   | Traffic Light Installed       | Added Umbrella to Insurance          | Beehive Basin Trailhead Completed | Increased Winter grooming                |                        |
|   | Beehive Basin Purchased       | Start Plowing Beehive Parking Lot    | Spruce Cone Trail Constructed     | Started RecTrac Software                 |                        |
|   | Kircher Park Fort Constructed | Purchase snowmobile & equip          |                                   | MVII Land Purchased                      |                        |
|   | HWY 191 Trail Sealing         | Start Beehive trailhead construction |                                   | Beehive Boardwalk Constructed            |                        |
|   |                               | Get donated truck                    |                                   | Contract hockey rink clearing with BSSHA |                        |



## FY22 APPLICATION QUESTIONS VBS

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Visit Big Sky (VBS)

#### Sponsor Questions:

1. **Do you anticipate having any unspent FY21 funds? Yes**
  - a. **If yes, how much?** \$5,000 from the Lead the Destination project.
2. **Please explain the management fee and the pass through of funding between VBS and the Chamber?** Payroll, rent, utilities, and miscellaneous administration costs are paid in full by the Chamber. Once a month, these costs are compiled, and Visit Big Sky will cut a check to the Chamber to pay their portion of these administrative costs. The sharing of staff and occupancy expenses saves money for both VBS and the Chamber.
3. **Why are these staff not wholly your responsibility?** VBS shares staff and does not have a separate payroll to save on health insurance costs. The more people on a plan the cheaper the insurance costs. If we separated employees, we would not qualify for an insurance plan because we would not have enough participants for separate plans. Also, office space in Big Sky is expensive and we have found space that both companies can share saving at least \$27,000 in rent per year per company.
4. **Who are the 12 partners you count, and what funding support do they provide?** 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. The 10 lodging partners contribute lodging data to allow VBS to market our destination based on those statistics. VBS receives a portion of the 4% lodging tax yearly. The Chamber saves VBS costs by sharing staff and occupancy costs.
  - a. **Why can they not match funding from Resort Tax and the state?** As the official Destination Marketing & Management Organization our lodging partners rely on Visit Big Sky to market the destination collaboratively for the greater good of Big Sky. Most businesses in Big Sky do not have the funding, time, or expertise to market their

business independently, so Visit Big Sky was birthed to fill that community need to professionally market our destination for the benefit of everyone in Big Sky.

5. **What changes have you seen in the tourism sector due to the impact of the pandemic?** We have seen more visitors from within the United States since most countries are still closed to US visitors due to COVID. With that said, some of the visitors do not know how to recreate responsibly. They leave their trash harming the natural beauty of our community and approach wildlife in an unsafe manner.
  - a. **How have you adjusted your work for FY22 to address these changes?** Visit Big Sky has just partnered with The Montana Department of Commerce to receive grant funding of \$7,140.00 to be used to specifically target the visitors this summer and teach them to recreate responsibly.
  - b. **What was accomplished in FY21 that supported the changes you described above?** In FY 21, VBS provided free masks to every business help protect our visitors and our local workers and residents from COVID. We also partnered with Big Sky Relief to supply free COVID testing kits to locals to quickly quarantine those with the virus to help stop the spread to others.
6. **What are the top 3 things that you need to focus your work on this year and what specific metrics are you going to track to show your progress on these areas?** 1) Increase shoulder season occupancy 1%; 2) Develop visitor management strategies to steward natural resources; 3) Increase local marketing capacity; 4) Create a bank of marketing assets for community use with a unified brand voice and feel.
7. **What changed between last year's projection and your actual total ask for this year?** The FY22 total resort tax ask increased from the projection by \$117,491 due to the hiring of our agency of record, Karsh Hagan, and an increase in salary expense due to the addition of one FTE and the re-allocation of graphic design staff.
8. **What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?** 53%
  - a. **If greater than a 5% increase, please explain.** The allocation of the graphic design staff between the Chamber and VBS changed to 80% VBS in FY22 from 33% in FY 21. A full-time marketing person was also budgeted for FY22 which was not in the FY21 budget. However even with the additional salary costs in FY22 for staff, our total management it expense is 33% of our total revenue budget which is on target with the national average. "While there is no standard percentage requirement, typical nonprofits spend from 15 to 40 percent of revenue on administrative costs. Source: <https://bizfluent.com/info-8677687-percentage-nonprofits-use-administrative-costs.html>
  - b. **Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:** Executive \$120,000 to \$180,000; Manager \$ 55,000 to \$80,000; Assistant/Coordinator \$ 45,000 to \$55,000.
9. **What is your first priority as an organization this next year?** Re-establish Visit Big Sky as a trusted marketing partner for all businesses in the Big Sky Community. VBS has the duty to serve the community and support all businesses in developing a stronger tourism economy for years to come. Under new management and with a new directive to collaborate and build strong partnerships we believe that previous challenges with VBS will dissipate and success will be our first objective.

- a. How do your requests help you specifically meet that priority? The funds being asked for will complete the projects that the organization has been working on over the past few years and introduce a number of new metrics to increase the return on the investment made by the Resort Tax.

**10. Please provide the names of the individuals that will be representing your organization at the Review Meetings:**

- a. June 7: Tim Drain, Lori Wetzel, and Brad Niva
- b. June 10: Tim Drain, Lori Wetzel, and Brad Niva.

## **Project Name: VBS Staffing and Operations**

### **Project Questions:**

1. **The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes:** Through professional and knowledgeable staffing, Visit Big Sky is able to complete its mission to market the Big Sky community to those desiring the type of experience that Big Sky has to offer.  
*Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.*
2. **You state in your application that you do not use a typical dues structure "in an effort not to cannibalize membership from the Big Sky Chamber." If your members recognized the value of your services, why would they not support them by paying dues?** With the onset of COVID19 in the world, most businesses in Big Sky were unsure of their future so asking them to pay additional dues to VBS did not seem logical. VBS now has a new CEO to start June 1, 2021 and with a change in management will come a change in perspective and vision regarding securing private funding for our organization.
  - a. **If your members don't recognize the value of your services in that way, why should Resort Tax support you with funding?** Resort tax funding is being used to market the Big Sky destination as a whole; as a unique vacation experience for our visitors. Marketing any destination requires large dollar expenditures so adding dues revenue from members, in the amount that most small business could afford, would not supply the necessary revenue to market our destination appropriately. The mission of VBS is to bring the guest to our destination and the local business's job is to service the guest so well they come back again and again which then creates more resort tax revenue and the circle continues. Our small businesses should not have to carry the burden to bring the guest to market. Visit Big Sky is the only mechanism to fund resort tax and we need to continue that into the future.
3. **Did you receive funds for this project from BSRAD in FY21? yes**
  - a. **If so, what percentage difference is this request in comparison to what you received FY21?** 53%
  - b. **Why the difference?** The funding request for FY21 did not include a full-time marketing person because those duties were to be completed by our agency of record, Karsh Hagan. Also, the allocation of the graphic design person was changed from Fy21 to FY 22 from 33% to 80% respectively. However even with the additional salary costs in FY22 for staff, our total management it expense is 33% of our total revenue budget which is on

target with the national average. “While there is no standard percentage requirement, typical nonprofits spend from 15 to 40 percent of revenue on administrative costs. Source: <https://bizfluent.com/info-8677687-percentage-nonprofits-use-administrative-costs.html>

4. **What hurdles exist in achieving the outcomes of your project?** Staffing issues are an ever-present issue in Big Sky. VBS will have to find a person who can bring marketing skills to the team but also be able to live in Big Sky or willing to make the canyon commute.

## Project Name: VBS- Destination Marketing

### Project Questions:

1. **The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes:** Visit Big Sky will provide destination marketing for the entire community concentrating on the unique experiences related to the summer and shoulder seasons.  
*Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.*
2. **Why do Boyne, Moonlight and Spanish Peaks not support this with any funding?** Boyne, Moonlight and Spanish Peaks have the funding to market Big Sky using their own agency or in house staff. Visit Big Sky does not want to replace their marketing efforts but rather enhance them by marketing our destination’s small businesses. Out concentration will be on dining, lodging and recreational opportunities from fishing, hiking, river rafting and wildlife to name a few.
  - a. **Similarly, why do Chamber members not support this with any funding?** The Big Sky Chamber is a separate 501 (C) 6 member organization. The Chamber does support VBS by sharing staffing and facilities to lower the operating costs of each organization. VBS and the Chamber complement each other through providing community needs, VBS through marketing and the Chamber through supporting local businesses who cater to the visitors who choose to come to our destination because of our marketing efforts.
3. **Did you receive funds for this project from BSRAD in FY21? Yes**
  - a. **If so, what percentage difference is this request in comparison to what you received FY21? 14%**
  - b. **Why the difference?** The funding difference relates to the Karsh Hagan costs from FY21 to FY22. With COVID19 still causing a global pandemic, the first ½ of FY 21 marketing efforts were put on hold in order to help our community focus on COVID containment efforts. Instead of marketing to bring visitors to our area, we concentrated on making sure our local businesses were going to be able to survive this pandemic and be safe and strong for when tourism became a top priority for travelers again. We needed to have a sustainable community for our guests to visit.
4. **What hurdles exist in achieving the outcomes of your project?** COVID19 is the main hurdle due to the unpredictability of the virus. It seems like progress is being made through vaccinations and then another strain surfaces that is more destructive than earlier strains. We need our businesses to remain open, strong, and safe so when our world does open again to travel, we are prepared to give the best experience possible to every guest.

## Project Name: Visit Big Sky Education -Market Research

### Project Questions:

1. **Please explain the membership expense outlined in the project budget:** The \$1550 in membership is dues to the US Travel Association who provides access to the most diverse network of travel organizations; information on the policies that affect the travel industry; signature events to develop professional skills and provide networking; and provide valuable travel data, trends, and insights to help plan our marketing efforts. Source: <https://www.ustravel.org/membership/member-benefits>
2. **The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes:** The education and market research project will provide valuable marketing insights and develop staff skills to allow VBS to remain competitive with other DMO's vying for vacationers.  
*Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.*
3. **In what measurable way might Big Sky lag behind other DMO's if this were not funded?** The wants and demands from the vacationing public are ever changing from the way a vacation is booked to the telling of their experience once their vacation is over. VBS must remain vigilant to offer the most authentic experience possible to each guest by making Big Sky stand out above other destinations and hopefully bring that guest back again and again. This is measurable by monitoring the increase in resort tax and bed tax receipts. The goal is to have the revenue from summer and should season travel increase to make Big Sky a year-round sustainable community.
4. **Did you receive funds for this project from BSRAD in FY21?** yes
  - a. **If so, what percentage difference is this request in comparison to what you received FY21?** 96%
  - b. **Why the difference?** With the COVID19 pandemic making travel and group meetings impossible for most of FY21, we did not receive any funding for the FY21 spring application.
5. **What hurdles exist in achieving the outcomes of your project?** Again, COVID19 remains the biggest hurdle for this project. In person meetings are just starting to take place but with COVID still so uncertain, we have not way of knowing if in person meetings and educational conferences will be held in FY22.



## FY22 APPLICATION QUESTIONS GRTF

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Gallatin River Task Force (GRTF)

#### Sponsor Questions:

1. **Do you anticipate having any unspent FY21 funds?** No
  - a. If yes, how much?
  
2. **Will your organization and board consider supporting the community with more advocacy efforts in defense of the many positive things done here to step up to water quality concerns?**

For over 20 years, the Gallatin River Task Force has been the primary advocate for cleaner water in the Big Sky community. We will continue to proactively encourage water quality improvements and support any ongoing efforts within the community to work toward cleaner water resources. Through our communications platforms and in-person outreach, we have published op-eds, penned explanatory articles, and sought to educate residents and community members on the complex solutions to our community's water challenges. As long as we have capacity, we will continue to do so at every opportunity to be successful in our mission of a clean, cold Gallatin River for future generations.
  
3. **You have a lot of projects included in your application. What are the biggest priorities out of these requests?**

We have a similar number of projects in our FY22 application (11) versus FY21 (12). Last year we lumped more projects under broader categories because we were limited to 6 project requests. All the projects in our FY22 application are a priority for our organization and are outlined in our FY22-26 strategic plan and the Big Sky Sustainable Watershed Stewardship Plan. With increased development, increasing stays of second homeowners, and increased recreational pressure on the river, our water resources are being strained at a quicker pace than anticipated. To achieve our vision of a healthy Gallatin River for future generations, we need to continue working at our current capacity or ideally increase our staffing capacity to plan and execute projects.

4. **Which projects are you most confident in achieving the outcomes stated in the application in FY22?**

We are close to 100% confident that we will achieve all outcomes stated in our application barring any complications with permitting the Middle Fork restoration project, which we do not anticipate, or a massive economic downturn and we are unable to secure matching funds from individual donors.

5. **Are any of these projects inter-related that if you do not do one, another will not be as effective?**

Our project requests are not interrelated; however, the data we collect with our watershed monitoring program allows us to measure the effectiveness of our projects.

6. **What tangible outcomes will the public see within 1 year if you achieve all the outcomes you have included in your application?**

Tangible outcomes that the public will see for each requested project include:

Operations Our operations provide the backbone to deliver all the tangible outcomes in our other requested projects. Other than playing a critical role in all our requested project tangible outcomes, operations will produce:

- Public outreach events and continued outreach through our print and electronic media channels about water issues in Big Sky and proactive water management initiatives led by our partners

Watershed Monitoring

- Water quality monitoring report and associated outreach
- Publicly available data

Water Conservation

- Continued and expanded rebate incentives and associated outreach
- Continued outreach and education on Trout-Friendly Landscaping
- Average gallons of water saved per year is 600,000 with a cumulative yearly savings of over 6 million gallons
- Completed Water Conservation & Drought Management Plan

Gallatin River Access

- *Porcupine/Beaver Creek*: 90% design plans
- *River Access Parking Template*: 100% design plans w/ construction planned for summer/fall 2022
- *Moose Creek and Deer Creek*: Continued maintenance and volunteer opportunities

Middle Fork

- *Project #3*: completed in-stream restoration project; the public will be able to view the restoration project from BSCO's new mountain to meadow trail connection
- *Project #5*: 100% design plans and permitting for construction in FY23

Nitrogen Reduction Projects:

- *Chapel Spring:* 95% design plans and associated outreach
- *Gallatin Canyon:* Final report and associated outreach materials associated with the Gallatin Canyon Infrastructure Inventory, Assessment, and Phasing Plan

Headwaters Alliance:

- *Purple Pipe Project:* a culvert crossing Highway 64 that will contain purple pipe and connect Town Center purple pipe to the Big Sky Water and Sewer District and LEED certification for the BASE community center.
- *Snowmaking Feasibility:* An analysis report that outlines the optimal scope and scale of a future snowmaking project at Big Sky Resort/Spanish Peaks that would undergo full engineering, design and permitting.

**7. What percentage of your staffing are working to implement the actual projects outlined?**

72% of our staffing are working directly to implement the projects outlined in our project applications. The remaining 28% are indirectly supporting these projects and are essential to moving projects forward. If we contracted these projects out vs paying staff, our project costs would drastically increase, not decrease.

**8. What changed between last year's projection and your actual total ask for this year?**

Last year's projection for FY22 was \$443,601.34, a difference of about \$122,000, from our FY22 total request of \$566,062. Three factors contributed to a higher than anticipated request:

- At the time of last year's application, we were unsure of the timing of the Yellowstone Club snowmaking permit application to the DEQ that would pave the way to support additional snowmaking in our community. For this reason, we did not anticipate a snowmaking project request and had not secured a scope of work and budget.
- We did not anticipate that we would be continuing to host projects in support of the canyon sewer expansion other than communications and advocacy. Since the Gallatin Canyon Water and Sewer District government structure is still not fully functional, we have requested funds to support and move forward district expansion, which we believe is critical to protecting the Gallatin River.
- The estimated costs of the purple pipe culvert were significantly underestimated (~50K) with the increased costs in construction.

**9. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?**

**a. If greater than a 5% increase, please explain.**

We have a 3% COLA increase in the FY22 budget for staff salaries

**b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:**

- Executive Director: \$85K +.
- VP/Director: \$65 to \$78K
- Manager: \$55 to \$65K
- Assistant/Coordinator: \$40 to \$ 50K

- v. Benefits are consistent and equal across staff and include: 50% insurance premium in first year, 100% insurance premium coverage after first year, up to 3% matching IRA, up to \$750 match FSA, group option dental and vision plan with no premium assistance, optional AFLAC insurance, mileage reimbursement per IRS guidelines, required 2 hours of river time weekly with standard. Note: Only in the last 18-24 months have we adjusted salaries at our org to be commensurate with other Big Sky and Gallatin County nonprofits. It is our understanding that we are still below the levels of many Big Sky organizations, and we aim to continue to improve this to be able to keep good employees who can afford the increasing cost of living in our community and stay competitive in hiring. We have paid for this through increased unrestricted funding raised in the community and through programming growth.

**10. What is your first priority as an organization this next year?**

Our first priority is the advancement of our work and mission to protect the Gallatin River, its tributaries and groundwater resources that provide drinking water for our community, while retaining a thriving staff and board structure required to support this work.

**a. How do your requests help you specifically meet that priority?**

Our requests are all recommended priorities established in the Big Sky Sustainable Watershed Stewardship Plan and our strategic plan. These priorities have been vetted and supported by a diverse collaborative of community members, state and government agencies, and conservation organizations with a goal of protecting our water resources, while supporting the Big Sky community and its economy.

**11. Please provide the names of the individuals that will be representing your organization at the Review Meetings:**

- a. **June 7:** Kristin Gardner, Ryan Newcomb, Emily O'Connor
- b. **June 10:** Kristin Gardner, Ryan Newcomb, Emily O'Connor

**Project Name: Operations**

**Project Questions:**

- 1. I see that your payroll & benefits are distributed throughout all your projects. Can you please share with me the total request from BSRAD for payroll and benefits and what percent that is of your organizations total cost for payroll and wages?
  - a. FY22 total payroll and benefits = \$387,245
  - b. FY22 RT Request payroll and benefits = \$91,034 (direct project request) + \$ 31,553.50 (indirect) = \$122,587 total
  - c. Percent payroll/benefits requested in FY22 RT Request = 31%

2. **Did you receive funds for this project from BSRAD in FY21?**
  - a. **If so, what percentage difference is this request in comparison to what you received FY21?**

In FY 21, we received \$203,952 or 43% of our operations budget. We did not ask for a specific amount for payroll. To compare apples to apples, this year our operations budget is \$503,00 and we are asking \$167,235 or 33%.
  - b. **Why the difference?**

We have set an organizational priority to reduce resort tax requests for our operations funding.

3. **What hurdles exist in achieving the outcomes of your project?**

Ensuring funding in a rapidly changing environment, where we are increasingly pulling away from Resort Tax for our operations by increasing unrestricted revenue, is a challenge--but something to date that we are doing well. We also must continue to balance our funding growth with the increased needs and demands for water infrastructure and conservation in Big Sky, and the corresponding needs to keep our programs on par to make an even more substantial impact with the tremendous increase in foot traffic on the Gallatin and development in Big Sky. Both these things require growing our funding rate at levels of growth that are relatively unprecedented for most nonprofits.

## **Project Name: Watershed Monitoring and Analysis**

### **Project Questions:**

1. **What hurdles exist in achieving the outcomes of your project?**

The only hurdles we foresee to achieving the outcomes for this project would be equipment failure or if there was an issue at the laboratory with analyses of our samples. These would be extraordinary circumstances.

## **Project Name: Gallatin River Access Restoration Projects**

### **Project Questions:**

1. **What happens with this project after 2024?**

Our FY22 request represents two projects from the Gallatin River Restoration Strategy, a planning document that was developed in partnership with the Custer-Gallatin National Forest to identify short term, mid-term, and long-term actions to guide implementation of river access improvements and ecological restoration projects along the Gallatin River corridor over the next 10-15 years. Our goal is to continue to fund and implement projects identified in the restoration strategy until complete.

**2. At what point will all routes be re-vegetated?**

The Gallatin River Restoration Strategy anticipates project work over the next 10-15 years to complete closure and/or revegetation of visitor created access routes. A Gallatin River Restoration Strategy Project Implementation table has been developed which groups the access points into project categories, assigns costs estimates, and an anticipated timeframe for implementation including: short-term (0-5 years), mid-term (5-10 years), and long-term (10-15 years). The project categories are based on the type and scale of recommended improvement actions. Grouping sites into project categories will assist the planning team with stakeholder coordination, environmental analysis/permitting, and consider how to address multiple sites at once for efficiency and economy of scale.

**3. Has the USFS contributed any funding toward this? Other sources?**

Yes, we have a Challenge Cost Share Agreement with the USFS that is updated annually. The agreement for this year includes a non-cash contribution of \$17,012.25 for salaries/labor and a cash to cooperator contribution of \$10,000 cash toward the design plans. Other sources of funding for FY22 include Gallatin River Forever Campaign funds.

**4. Did you receive funds for this project from BSRAD in FY21?**

- a. If so, what percentage difference is this request in comparison to what you received FY21?

In FY21 we received \$10,000 from Resort Tax out of a total FY21 project expense of \$39,125 (RT = 25%). In FY22 we are requesting a total of \$46,377 from Resort Tax out of a total FY22 project expense of \$90,754 (RT = 51%) The percentage difference from FY21 to FY22 is 364%.

- b. Why the difference?

The differences between FY21 and FY22 requests are as follows:

- 1. In FY22 we included direct payroll and benefits in the project expenses whereas in FY21 our direct payroll and benefits were entirely within our operating request.
- 2. The scope of work and deliverables change from year to year:
  - a. FY21 our requested was for 30% design for Porcupine
  - b. FY22 our request includes 90% design for Porcupine and 100% design for River Access Parking

**5. What hurdles exist in achieving the outcomes of your project?**

*River Access Parking Design* - Currently there are no hurdles.

*Porcupine/Beaver Creek* - The biggest hurdle is the complex permitting process that needs to be followed for projects on federal land (National Environmental Policy Act - NEPA). The USFS assigns priority for their internal staff to review projects under the NEPA process based on the administration's priorities which were mining and extraction activities. We hope to see a change

with the new administration. Another opportunity that has been discussed with the USFS is to utilize a contract group that can review projects and facilitate the NEPA process on behalf of USFS staff. We have also been talking with the USFS about the potential to fund the project as part of the Great American Outdoors Act which could help prioritize the permitting process.

## **Project Name:** Headwaters Alliance Partners: Water Supply Resiliency Projects

### **Project Questions:**

**1. Are YC and Boyne supporting the snowmaking effort with funding?**

Lone Mountain Land Company, Boyne and the Big Sky Water and Sewer District are all contributing \$35,000 or \$105,000 total cash towards this effort.

**a. Town Center should most certainly be asked to step to some funding support for the culvert project.**

Town Center has been asked to contribute to this project and they are not interested in funding infrastructure improvements at this time. If we do not install the culvert at this time, the expense will be significantly more for Town Center or a future landowner of Town Center to install because we plan to take advantage of the cost savings of doing the project in tandem with the TIGER grant construction

**2. Did you receive funds for this project from BSRAD in FY21?**

We received funding to install 290 feet of purple pipe in Town Center before the paving of a parking lot.

**a. If so, what percentage difference is this request in comparison to what you received FY21?**

We received \$16,020 to 290 feet of purple pipe. This year we are asking for \$118,000 to support installing a culvert while the road is already being cut up for the Tiger Grant construction. This is a 636% difference.

**b. Why the difference?**

These are two different projects.

**3. What hurdles exist in achieving the outcomes of your project?**

The TIGER grant construction schedule will dictate whether we can achieve the outcome of the purple pipe culvert. I do not foresee any other hurdles

## **Project Name:** Upper Gallatin Nutrient Reduction Plan Implementation Projects

### **Project Questions:**

**1. It appears that your request from Resort Tax will decrease from FY22 to FY23 and then increase from FY23 to FY24 please explain.**

The Upper Gallatin Nutrient Assessment and Reduction Plan guides our priorities in this project area. In FY23, we are planning a large-scale restoration project to reduce nutrient loading to the West Fork of the Gallatin. Currently, we have conceptual designs (35% complete) for this project with an engineering estimate of \$300K (-20%, +40%). Our FY24 request will be for different smaller projects outlined in the plan of which we do not have a scope of work or budget for yet. These will be firmed up in FY22/FY23.

2. **Did you receive funds for this project from BSRAD in FY21?**
  - a. **If so, what percentage difference is this request in comparison to what you received FY21?**
    - i. *Gallatin Canyon:* FY21 request was for \$100K to assess the potential for groundwater discharge in the Canyon. The BSRAD board made the decision to have this project funded through the 1% and managed by the Big Sky Water and Sewer District. Since the newly formed Gallatin Canyon Water and Sewer District does not have the capacity to manage project work at this time, we requested \$60K to go towards moving forward central sewer in Gallatin Canyon in a timely manner. The percent difference is 40%.
    - ii. *Chapel Spring Wetland Treatment:* FY21 request was for conceptual plans to present and engage stakeholders. FY22 request is for 95% design plans.
  - b. **Why the difference?**
    - i. *Gallatin Canyon:* different project scope of work, budget, and deliverables
    - ii. *Chapel Spring: no difference*
3. **What hurdles exist in achieving the outcomes of your project?**

We do not foresee any hurdles in achieving the outcomes of these projects.

## **Project Name: Middle Fork Restoration Projects**

### **Project Questions:**

1. **The project end date is listed as 10/15/22, why are there project expenses forecasted in future years beyond this date?**

The Middle Fork West Fork Gallatin River Restoration Plan examines water quality improvement projects for the Middle Fork West Fork Gallatin River in five project areas extending from the headwaters on Lone Mountain downstream to the confluence with the North Fork West Fork Gallatin River. Projects include:

- Project 1 - Upper Middle Fork West Fork Road Sediment BMPs
- Project 2 - Upper Middle Fork West Fork Riparian Buffer Enhancement around Lake Levinsky
- Project 3 - Middle Fork West Fork Restoration downstream of Lake Levinsky
- Project 4 - Middle Fork West Fork Restoration in Lone Moose Meadow
- Project 5 - Middle Fork West Fork Restoration in Aspen Groves/Antler Ridge

Our goal is to complete Project 3 in FY22 and Project 5 in FY23. Project expenses forecasted for the future include planning, design, and implementation for Projects 1, 2, and 4.

2. **Did you receive funds for this project from BSRAD in FY21?**

No, we did not receive funds for this project in FY21.

- a. If so, what percentage difference is this request in comparison to what you received FY21?
- b. Why the difference?

**3. Is this project supported with any funding from Boyne as a significant adjacent landowner?**

Boyne has committed to an in-kind donation of labor to assist with implementation of Project 3 valued at \$2,240,00. Another adjacent landowner provided a donation of \$1,000 toward the restoration work.

**4. What hurdles exist in achieving the outcomes of your project?**

There are no hurdles at this time.

**Project Name: Big Sky Water Conservation Program**

**Project Questions:**

**1. Please explain what the contract services are in the project budget:**

The contracted services are for consulting work (AE2S) to complete a Water Conservation and Drought Management Plan. Resort Tax funding in FY21 helped support this planning effort. The remaining consulting costs to complete the plan will be covered by a DNRC Watershed Management Grant that will close out in FY22.

**2. Is this project supported with any funding from BSWSD?**

Not currently, although we have had discussions with the district about expanding our programming opportunities particularly around partnering to reduce water consumption in the summer, which the district has expressed interest in funding.

We are in the process of developing a Water Conservation & Drought Management Plan which will outline priorities and lead to additional discussions with the district and other stakeholders about long-term sustainable funding for the Water Conservation Program.

**3. You indicated on your application that this request would not result in additional operating costs, please explain further as it appears to be an ongoing increasing expense.**

Apologies, the answer to the additional operating costs question should have been stated as yes. While we hope to keep operating costs for the program down, there are several factors that may contribute to additional operating costs including:

- Expanded rebate opportunities -current rebate offerings are limited to the residential section. In order to grow our program impact, we would like to expand to the commercial sector and offer more rebate opportunities across both sectors.
- The BSWSD and other stakeholders have expressed interest in expanding the summer water conservation program by adding a staff member that would conduct irrigation

audits and meet directly with homeowners, HOA's and businesses to expand the Trout-Friendly Landscape Certification.

- We have included a cost of living increase in our projections.

Water Conservation programs are usually carried out by water utilities. The Task Force has taken on the role of delivering water conservation programming for the Big Sky community at large. This is primarily due to Big Sky's complex political, management, and ownership boundaries. Big Sky has 25 public water systems which range from large systems, like the Big Sky County Water and Sewer District that serves approximately 40% of the population, to smaller systems like Ramshorn View Estates that serves 2% of the population. Additionally, there are over 600 private wells in the Big Sky area.

The Big Sky Water Conservation Program seeks to deliver a holistic look at water resources management for the community. As we continue to identify program priorities and seek funding. We believe it is important for a wide range of stakeholders to invest in water conservation.

#### **4. Did you receive funds for this project from BSRAD in FY21?**

Yes, we received \$35,000 from BSRAD in FY21. Total cost of \$116K

- a. If so, what percentage difference is this request in comparison to what you received FY21? 17%
- b. Why the difference?  
Our goal for FY22 is to expand the types of rebates we offer as well as offer rebates to the commercial sector.

#### **What hurdles exist in achieving the outcomes of your project?**

The biggest hurdles that exist for delivering the Water Conservation Program are the fragmented political, management, and ownership boundaries in Big Sky. Although our water supply is delivered by multiple entities (i.e., public water systems and private wells), we are all pulling water from the same aquifers. A coordinated effort is needed to ensure that public and private wells can withdraw enough water without impacting wells or the streamflow of the Gallatin and its tributaries. The need is exacerbated during times of drought or future climate change impacts. It takes significant time and effort to coordinate all stakeholders and get everyone working toward the same goals. The Task Force has made progress toward this effort by conducting a Water System Audit and Water Conservation Workshop with all the public water suppliers, collecting water use data that will create a baseline water supply and demand analysis, and developing a community Water Conservation & Drought Management Plan.



## FY22 APPLICATION QUESTIONS BSCOC

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Chamber of Commerce (BSCOC)

#### Sponsor Questions:

**1. Do you anticipate having any unspent FY21 funds?**

No, we do not anticipate having unspent FY21 funds due to efficiency in budget management.

**a. If yes, how much?**

**2. How do you see yourself becoming more sustainable in the years to come?**

The Big Sky Chamber is a 501 (C) 6 so fundraising is not allowed for our organization. We have hired a business development position who is working on changing the benefits for each membership level, including offering additional value opportunities to upgrade membership levels. She is also diligently adding new members each week which will increase our overall membership dues collected. She is also working with our events coordinator to add additional sponsorship opportunities to increase income.

In previous years, we have heavily relied on Resort Tax funding to support our events that are not only for the benefit of our members and for the benefit of the community directly, but they also help to educate our community on topical issues. Educational opportunities, such as “Eggs and Issues” provide additional value to our membership. We have worked over the past year to shift these events to a completely self-funded model by increasing the fees for some events and increasing sponsorship opportunities for others. Through these methods, we have become more sustainable but there is a limited pool to pull from.

**3. What changed between last year’s projection and your actual total ask for this year?**

**The** Big Sky Chamber re-allocated the graphic designer salary from 67% Chamber in FY21 to 20% Chamber in FY22. As previously noted, the Chamber is also covering the expense of events and programs with membership dues and sponsorship income.

4. **What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?**

The percent decrease is 11% from FY21 to FY22. Our payroll decreased because of a re-allocation of payroll expenses between the Chamber and Visit Big Sky.

- a. **If greater than a 5% increase, please explain.** N/A
- b. **Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:**  
Executive \$120,000 to \$180,000; Manager \$ 55,000 to \$80,000; Assistant/Coordinator \$ 45,000 to \$55,000.
- c. **What is your first priority as an organization this next year?**  
The first priority is to onboard our recently hired CEO who will be reviewing our current policies and procedures. The CEO will prioritize goal setting and a strategic plan to reach set initiatives. Additionally, we prioritize being the source our businesses turn to for help to recover from the effects of the COVID19 pandemic by continuing to offer important information to help businesses perform and develop new partnerships to offer educational opportunities for employee hiring, retention, and human resources.
- d. **How do your requests help you specifically meet that priority?**  
The Chamber would not be able to survive without professional, well-qualified staff to carry out our mission and purpose. Everything the Chamber does requires people to accomplish the tasks and a location to efficiently run our operations. Resort tax funding helps supply these needs. There is a great deal of work that is done to benefit our community that cost zero dollars to bring about value and change but it does not happen without the hard work of the staff. This funding with Resort Tax helps us to keep a qualified staff employed that know the issues in our community and brings those people together who can address those issues. A vibrant well-informed community is an engaged community and one that can rise together to take on challenges such as the recovery from the COVID-19 pandemic.

5. **Please provide the names of the individuals that will be representing your organization at the Review Meetings:**
  - a. **June 7:** Katie Grice, Lori Wetzel, and Brad Niva
  - b. **June 10:** Katie Grice, Lori Wetzel, and Brad Niva

## **Project Name:** Big Sky Chamber Staffing & Operations

### **Project Questions:**

1. **The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes.**

This project provides professional staffing for the Big Sky Chamber so we can provide our members support and educational opportunities to improve the quality of life in our community. **Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.**

2. **Your application states that 83% of your members pay \$350 or less annually in dues. If your 400 members on average could increase their annual dues to you by half, you would decrease your reliance on Resort Tax. Since, as your application also states, "the Chamber exists to support businesses," why is this modest amount not feasible?**

In 2018, the Chamber increased dues for the base membership by \$50 per year. In 2019, COVID19 became a worldwide pandemic which brought visitor traffic to a standstill until late in 2020 when recovery efforts began. The Big Sky business community – our membership – represent a diverse range of businesses that have varying profit margins and felt different impacts of the pandemic. Our goal is to help our members by meeting them at their needs. For some industries that have fared extremely well during this time, we are creating benefits at a higher level to help them while encouraging their increased investment with our organization. That being said, we do not want to price out our smaller businesses who benefit from our resources by increasing their dues beyond affordability. A price increase is not out of the question, but we want to do it strategically so that we can continue to help as many of our local businesses as possible especially during this tough time.

3. **Have you seen significant membership growth this year?**

The Big Sky Chamber is proud that we have seen both an increase in the number of members as well as an increase in existing members upgrading their investment with our organization. We are continuing to seek new members and increase benefits to encourage upgrades. Chamber total membership growth increased from 385 members to 406 members or 5% from the end of last year to present. Additionally, our top 3 membership tiers increased by the following: Double Black Diamond, \$5,000. from 11 to 14 members for a 27% growth; Black Diamond, \$3,500 from 2 to 4 members for a 100% growth, and Blue Square, \$1,500, from 16 to 20 members for a 25% growth. Concentrating on new member benefits for our top tier categories and upgrading members to higher benefit levels will generate more revenue for the Chamber.

4. **Did you receive funds for this project from BSRAD in FY21? Yes**

- a. **If so, what percentage difference is this request in comparison to what you received FY21?**

-11%

- b. **Why the difference?**

Our resort tax funding request is lower for this fiscal year due to the re-allocation of staff salaries between Visit Big Sky and the Chamber consisting mainly the graphic designer salary going from 67% Chamber down to 20% Chamber.

5. **What hurdles exist in achieving the outcomes of your project?**

The largest hurdle for the Chamber is COVID19 recovery for our community businesses and the disruptions that it is causing and will continue to cause e.g., staffing shortage, transportation issues, and safety concerns. We are marketing our destination through Visit Big Sky to entice the American public to choose Big Sky as their vacation destination thereby bringing in revenue to the community which will bring stability back to our residents and workers.



## FY22 APPLICATION QUESTIONS MLC

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Morningstar Learning Center (MLC)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds? **Yes**

- a. If yes, how much?

We anticipate the amount to be between \$9,654 and \$22,945, depending on enrollment and usage of funds. This is more than we anticipated due to lower enrollment in January and April as a result of covid-related absences and quarantines.

2. What changed between last year's projection and your actual total ask for this year?

Morningstar Learning Center (MLC) has completely changed the way we offer tuition assistance to our families. Last year we called it tuition reduction, which was a \$13 flat rate for every family who lived and worked in Big Sky. Therefore, last year's projection was calculated based on expected enrollment and multiplied by 13. This year, we have teamed up with School & Student Services (SSS) to offer assistance to families on a sliding scale depending on their financial needs, which research and past scholarship applications have shown us will be more than \$13 per child per day.

3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22? **81%**

- a. If greater than a 5% increase, please explain. The significant increase in payroll costs is due to three primary factors: becoming fully staffed, increasing hourly employee wages, and offering benefits to full-time employees. MLC has been without a full administrative team for all but the first two months of the 2021 fiscal year, causing payroll for FY21 to appear artificially low. With the Executive Director and newly created Center Director positions staffed, MLC is adding two salaries and benefits packages for FY22 that were almost completely absent in FY21. Additionally during FY21, an analysis was done of MLC teacher wages and how to make them competitive with local businesses in Big Sky and reflective of the professionalism of the staff MLC currently has and hopes to attract in the future. To improve recruitment and retention of highly qualified child care providers, hourly wages were increased by approximately 30% as of November 2020. Finally, benefits packages were added including health care, a wellness stipend, and 401k contributions for full-time employees who have been with MLC.

- b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator: The salary ranges for the administrative team are \$60-80k annually for each role. Typical benefits include 2-4 weeks of PTO, 3% employer contribution to a 401k, \$400 towards a health insurance plan, and a \$600 annual wellness benefit.
4. What is your first priority as an organization this next year? Morningstar Learning Center's mission and first priority is to provide accessible, affordable childcare to the families of Big Sky.
- a. How do your requests help you specifically meet that priority?  
Our requests will allow us to do this by providing tuition assistance, which makes MLC more affordable to families in need, and by supporting our operational costs, which allow us to attract, develop, and retain more staff members of a high caliber. More staff means more classroom spots available, making child care more accessible to more families in Big Sky, and higher quality staff means a better experience for the children in the classroom.
5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
- a. June 7: Mariel Butan, Stephanie Kissell
  - b. June 10: Mariel Butan, Stephanie Kissell

## Project Name: Tuition Assistance Program (TAP)

### Project Questions:

1. Explain the increase in Resort Tax reliance from FY22 to FY24.

As the population of Big Sky grows, so too will the demand for child care. We anticipate that more families enrolling children at MLC will lead to more families requiring tuition assistance. Additionally, MLC has plans to increase tuition rates to make our operation fiscally sustainable. As tuition rates rise in an economy with little wage growth, we anticipate that the individual amounts of tuition assistance that families require will also rise.

2. What are you expecting the make-up of funding for the TAP Fund to be? (i.e., how much is BSRAD? How much is Foundations? How much is private donors?)

At this time, we have requested \$200k from BSRAD and received \$25k in funding from the Spanish Peaks Community Foundation. We also raised over \$17,500 from private donors. The amount of anticipated need of MLC families for the coming year has not been finalized by our third party contractor, but should it exceed this amount, we will seek other sources of funding from fundraisers as well as community and other foundations.

3. Where did you come up with the 10% threshold of income for childcare expenses?

The US Department of Health and Human Services actually uses 7% as a benchmark of affordability for low-income families, which is also reflected by the Economic Policy Institute. SSS mentioned 10% of discretionary income as part of their formula, which is adjusted according to the situation and needs of each particular school. Given the high cost of living in Big Sky, we are striving to meet families' needs as defined by this 10% benchmark, though of course we would love to provide even more funds to get closer to 7% family contribution limits if that winds up being possible. This is all general benchmark

guidance, and we will have to confer with SSS to determine what's a realistic benchmark for the Big Sky community that will keep child care accessible and affordable for our local working families.

4. Did you receive funds for this project from BSRAD in FY21? **Yes**
  - a. If so, what percentage difference is this request in comparison to what you received FY21? **136%**
  - b. Why the difference?

The reason for this difference is that we are no longer providing a flat rate of tuition assistance regardless of a family's ability to pay. We consolidated our previous need-based scholarship program and tuition reduction program and are transitioning to a need-based system in which many families may require higher amounts of tuition assistance in order to be able to afford the amount of childcare they need. Additionally, we increased staff wages and added new management positions in order to create a more sustainable business operation and retain more staff. If we passed these costs directly to families via tuition without assistance, families wouldn't be able to afford childcare. We need to slowly transition tuition increases and tuition assistance to make MLC a sustainable operation and affordable option for childcare.

5. What hurdles exist in achieving the outcomes of your project?

Our desired outcome is to make tuition affordable for all families, not just for the number of days they're currently enrolled, but for the number of days they truly need childcare. The main hurdle for this is ensuring we have sufficient funds in TAP to make tuition affordable for families for the number of days they need. A smaller hurdle is just the nature of introducing a new program - finalizing the policy, figuring out the administration, ensuring that families understand the new process, etc.

## **Project Name: Operating Budget**

### **Project Questions:**

1. Did you receive funds for this project from BSRAD in FY21? **no**
  - a. If so, what percentage difference is this request in comparison to what you received FY21?
  - b. Why the difference?
2. What hurdles exist in achieving the outcomes of your project?

Morningstar desires to be a financially sustainable operation, but there are several hurdles to achieving this outcome. The main one is that qualified staff are hard to recruit and retain in Big Sky due to the cost of living. MLC has made significant investments in staff wages and benefits to attract and keep high quality staff. Even low-wage child care centers are extremely expensive to operate due to the adult-child ratios required for safety and licensing, so paying our staff what they deserve makes our operation that much more expensive. Covering these costs solely by raising tuition goes against our mission of keeping child care affordable for local families, which is why the tuition assistance program and operational funds are so important, allowing us to raise rates more slowly while also providing assistance to families in need.



## FY22 APPLICATION QUESTIONS ACBS

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Arts Council of Big Sky (ACBS)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds? **No**.
  - a. If yes, how much?
2. Is ACBS focused on more "family friendly" concerts?

**Yes.** All of our events are family friendly. We strive to present a variety of musical genres to the community each summer. We realize that not all genres appeal to everyone, but the concerts are appropriate for all ages. We also host our free kids ARTventure activity tent at each concert.

- a. If not, why not?
3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?
    - a. If greater than a 5% increase, please explain. Our FY21 Payroll Budget is \$272,000.

**We anticipate our FY22 Payroll Budget to increase about \$60,000 as we plan to hire a full-time arts educator for our BASE center classroom.**

- b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:
    - i. Executive: \$74,675 + health insurance stipend (\$300) and phone stipend (\$60)
    - ii. Development: \$65,400 + health insurance stipend (\$300) and phone stipend (\$60)
    - iii. Education Director: \$53,560 + health insurance stipend (\$300) and phone stipend (\$60)
    - iv. Events Coordinator: \$48,000 + health insurance stipend (\$300) and phone stipend (\$60)
4. What is your first priority as an organization this next year?

**Our first priority is to finish the year financially in the black by providing a variety of arts programming to all sectors of the Big Sky community.**

- a. How do your requests help you specifically meet that priority?

Music in the Mountains is one of our biggest programs, which helps the overall visibility and the financial stability of the organization by leveraging the concerts into more donations from individuals, businesses and granting organizations.

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Brian Hurlbut (Katie Alvin as backup)
  - b. June 10: Brian Hurlbut (Katie Alvin as backup)

## **Project Name: Music in The Mountains 2022**

### **Project Questions:**

1. Please provide any event updates related to COVID-19:

We are planning on hosting the 2021 concerts as usual with no restrictions on crowd size. We will have signage reminding people about certain COVID protocols and safety measures.

2. Will construction underway be completed in time to present a summer concert series?

We are hoping the park will be ready for the first concert but there is a chance it may not. However, it will be ready within a few weeks of our start date. We expect to make the final decision by the June Resort Tax meetings. Our backup plan is to hold the concerts in the Town Center plaza by the Wilson until the park is ready.

3. Due to the cancellation of concerts last year, was there any savings and hence returned funds to BSRAD?

Yes.

4. Did you receive funds for this project from BSRAD in FY21?

Yes, in the FY21 Fall cycle.

- a. If so, what percentage difference is this request in comparison to what you received FY21?

We received \$196,800 for the Fall Request, and are requesting \$215,000, about a 10% difference.

- b. Why the difference?

One reason is that we have included the July 4 fireworks budget in our request for FY22 (about \$15K) instead of the FY21 Request. In the past we have had this as a separate project but decided to lump it in with the MITM request. Other than that, the remaining small amount can be attributed to increased costs for support—sound/lights, porta potties, insurance (up \$6K alone this year), etc.

5. What hurdles exist in achieving the outcomes of your project?

For FY22, we don't anticipate any setbacks. If COVID were to make a reappearance, than obviously that could change things. We fully expect to hold our concerts in Len Hill Park in 2022, next to the BASE center which will be completed by that point.



## FY22 APPLICATION QUESTIONS WMPAC

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Warren Miller Performing Arts Center (WMPAC)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much?
2. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?
  - a. If greater than a 5% increase, please explain.

No. We executed our projects as promised.

12.5%. This is due to a raise for the ED that was recommended and approved by the Board in the fall of 2020, representative of a multi-year raise that had accumulated since 2017. (I.E. rather than doing an annual increase of ~4% each year, it was the first raise in 3 years.)

- b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

Executive Salary: \$95,000 annual with Full Benefits (Health Insurance, Paid Time Off, Sick Leave)

Operation Director Annual Salary Base: \$52,631 (pro-rated to 19 Hours a Week at \$25,000)

Communications Manager Annual Salary Base: \$40,000 (pro-rated to 10 hours a Week at \$10,000 annually)

Production Personnel and Technical Support: \$40-\$60/hr depended on person and project

Interns and Production Associates: \$15/hour from project to project

3. What is your first priority as an organization this next year?
  - a. How do your requests help you specifically meet that priority?

Moving from resilience to access, and getting people back together in the theater. We accomplish this by committing to the same quality of experience and performance as in past years. Resort Tax Funding supports artist fees around the year to ensure a steady frequency of inspiring performances that bring our community together.

4. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: John Zirkle
  - b. June 10: John Zirkle

## **Project Name: WMPAC Cultural Programming for 2021 and 2022**

### **Project Questions:**

1. Please provide any event updates related to COVID-19:

WMPAC is moving forward with all programming planned for FY22. With mask mandates and health rules being lifted, we are excited to start bringing back the crowds. We anticipate a lag in audience readiness to come back, but we are planning on leading, as we have in the past with clear messaging and excellent programming that will earn the audience's trust back quickly. As the facility is located on the campus of the Big Sky School District, we will work closely with district staff and the School Board to ensure that we are all consistent with COVID policies.

2. Did you receive funds for this project from BSRAD in FY21?
  - a. If so, what percentage difference is this request in comparison to what you received FY21?
  - b. Why the difference?

Not this project specifically, but it was in a similar spirit. Because this project is annual in nature (Annual Cultural Programs at WMPAC), there are similar aspects to it, mainly that we are requesting assistance to pay artist fees that ensure high quality and meaningful experiences that guarantee interest and provide access to our entire community. This year's request appears to be inflated because of the unusual nature of 2020 and COVID, particularly in relationship to artist touring and event production. The year over year increase (from \$150,000 to \$210,000) represents an increase of 40%, but when compared to our request in 2019, this year's request shows a decrease of 6.7% from a comparable year.

3. What hurdles exist in achieving the outcomes of your project?

WMPAC knows how to put on a show and serve an audience. We proved this in spades last year. The single largest hurdle this year will be managing expectations around audience readiness to return to the theater in person, working within fractured artist tours, and a transition to the “new normal.” Compared to 2020, however, we believe this year will be much more predictable, and that audiences will be excited to return in person to great cultural programming throughout the year.



## FY22 APPLICATION QUESTIONS POLLC

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: The Post Office LLC (POLLC)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much?

Yes. Because POLLC was successful in receiving a PPP loan of \$44,100.00 and that loan was forgiven on 3/9/2021, POLLC does not anticipate using any of the \$46,000.00 in funding awarded for the period 1/1/21 thru 6/30/21.

2. What changed between last year's projection and your actual total ask for this year?

The Big Sky community grew at a higher rate than POLLC anticipated over the past year. Combining that volume increase with a challenging employee attraction and retention environment has proven that a more competitive wage structure was needed at the Big Sky Post Office.

3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

The POLLC budget reflects both an anticipated increase in total labor hours and an increase in the average hourly wage rate. Total Wages are projected to increase 13.1% in 2021 as compared to 2020, with 4.3% of the increase caused by a projected increase in labor hours and 8.8% of the projected increase caused by higher wages. With the wage increases for 2021, the average wage rate is projected to be \$20.71/hour (please keep this figure confidential). Full time employees receive vacation pay, holiday pay, health insurance coverage (employee only), and are eligible for a Simple IRA Plan after 6 months of service that matches up to 3% of wages. Part time employees are eligible for the Simple IRA after 6 months of service.

4. What is your first priority as an organization this next year?
  - a. How do your requests help you specifically meet that priority?

The first priority for the POLLC is to engage the USPS, with the assistance of BSRAD, in a discussion regarding the long-term solution for post office services in Big Sky. In my opinion, the solution includes working toward a larger, federally operated facility. Currently we do not have nearly enough PO Boxes to satisfy demand, and despite efforts to date, the USPS has not been willing to assist with any problem solving. My funding request does not assist in meeting that priority. It merely allows us to continue operating at the current level of service with the resources available to us.

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Al Malinowski
  - b. June 10: Al Malinowski

## **Project Name: The Big Sky Post Office Operations**

### **Project Questions:**

1. The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes.

*Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.*

The Big Sky Post Office Operations provides postal services to all Big Sky residents and visitors. For all Big Sky residents who live west of the Big Sky Conoco, the Big Sky Post Office is the only method to receive mail service, thru PO Boxes or General Delivery.

2. How many packages are being received and sent out of the Post Office on an annual basis?

I have requested this information from the USPS in the past and my request has been denied. However, I have again requested this data from the USPS and am awaiting their reply. Because we are routinely shorthanded in labor, we cannot devote the manpower to manually count and record package volume on a daily basis. The data already exists in the USPS database, and I am hopeful that this time they will be willing to share it with us.

3. Did you receive funds for this project from BSRAD in FY21?
  - a. If so, what percentage difference is this request in comparison to what you received FY21?
  - b. Why the difference?

The POLLC was awarded funding in FY21 totaling \$87,000.00. This request for \$131,000.00 is 50.6% higher. Nearly 90% of the anticipated increase in costs in 2021 as compared to 2020 are in wages or labor burden. In the past we have lost valued employees to other entities in Big Sky, some who request resort tax funding. The POLLC intends to attract and retain quality staff by providing a more competitive compensation package.

4. What hurdles exist in achieving the outcomes of your project?

Unfortunately our biggest hurdle appears to be finding a way to help the USPS recognize the current service problem and commit to being part of the solution. POLLC cannot assume the inherent financial risks that exist by attempting to solve this issue alone. Furthermore, without a long-term plan in place, we will only continue to “kick the can down the road”. In my opinion, the USPS needs to dedicate resources to understanding and solving this issue with or for the Big Sky community.



## FY22 APPLICATION QUESTIONS BSDA

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Discovery Academy (BSDA)

#### Sponsor Questions:

1. **Do you anticipate having any unspent FY21 funds?** No, by June 30th, 2021 BSDA will have spent both Project 1 and Project 2 funds in full.
  - a. If yes, how much?
2. **Your LOI did not indicate Resort Tax revenue, however you received Resort Tax funds in previous years, please explain:** FY20 Revenue: \$65,000 FY21 Revenue: \$42,900. The LOI for FY22 has been updated and attached.
3. **What changed between last year's projection and your actual total ask for this year?** Last year, at this time, our enrollment numbers for the Early Childhood (EC) program weren't solidified and we still had spaces available. Whereas, for FY22 the EC program is full with a waiting list, and we are able to more accurately calculate needs-based tuition assistance based on enrolled students and any possible midyear changes. In addition, our tuition increased 2.5 percent per program. In effect, we are requesting **\$45,200** for FY22 from BSRAD. BSDA would be requesting \$55,200, which is the total projected amount needed for the 2021-2022 school year, but Discovery was recently awarded \$10,000 by the Spanish Peaks Community Foundation for EC tuition assistance. Thus, we adjusted the grant request accordingly.
4. **What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?** For FY21 and FY22, all full-time and part-time staff were paid through contracts and there was zero increase in payroll and benefits for teachers, but an increase in administrative payroll.
  - a. **If greater than a 5% increase, please explain.** For the Head of School position, the percent increase of payroll is 22% and the percent increase of payroll for the Lower School Director is 9.7%. In order to retain and hire qualified administration it is important to increase salaries to reflect competitive wages in the community and the cost of living.

- b. **Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:** Head of School (FY21: \$65,584 with \$4,200 in benefits) (FY22: \$80,000 with \$5,400 in benefits), Lower School Director (FY21: \$47,368.80 with \$4,200 in benefits) (FY22: \$52,000 with \$4,500 in benefits), Lead Teacher (\$40,000 with \$4,200 in benefits), Assistant Teacher (\$35,000 with \$4,200 in benefits).
5. **What is your first priority as an organization this next year?** Our priority as an organization is to continue to provide quality and accessible educational opportunities for Big Sky families. This is in alignment with our strategic plan and mission statement. The BSDA mission is to create and support a community of learners by providing personalized educational opportunities that focus on the holistic development and academic growth of the individual.
- a. **How do your requests help you specifically meet that priority?** This funding is critical to providing working families with needs-based tuition assistance.
6. **Please provide the names of the individuals that will be representing your organization at the Review Meetings:**
- a. June 7: Laura MacPherson, Hannah Richardson, & Scott Poloff
  - b. June 10: Laura MacPherson, Hannah Richardson, & Scott Poloff

## **Project Name:** The Montessori Early Childhood Program

### **Project Questions:**

1. **What other sources of funding have you sought to match your request from Resort Tax?** The Montessori Early Childhood Program at BSDA was recently awarded \$10,000 from the Spanish Peaks Community Foundation for Early Childhood tuition assistance in the 2021-2022 school year.
2. **How does the \$/day/student compare to Morningstar?** Morningstar Learning Center charges \$59/day/student (ages 2-4) and \$57/day/student (ages 4-7). The Montessori Early Childhood Program charges \$69/day/student (ages 3-5).
3. **How can you bring in matching funds and partnerships into this program?** As the Montessori Early Childhood Program becomes a licensed preschool, it will be eligible for state and federal funding opportunities. This program has also partnered with local community foundations and Women In Action (WIA).
4. **Did you receive funds for this project from BSRAD in FY21?** Yes. The Montessori Early Childhood Program at Discovery Academy received \$44,900 from BSRAD in FY21.
  - a. **If so, what percentage difference is this request in comparison to what you received FY21?** The percentage difference for FY22 is 0.67 %. In FY21 we received \$44,900 and the request for FY22 is \$45,200.
  - b. **Why the difference?** This difference reflects a 2.5% increase in tuition and a more accurate understanding of confirmed enrollment numbers and the number of students that will need tuition assistance.
5. **What hurdles exist in achieving the outcomes of your project?** At an organizational level, it is challenging to find certified teachers and compensate appropriately to reflect the inflated cost of living in Big Sky. As the demand for Early Childhood programming increases with community growth, the limits of our classroom space affect our ability to expand our services.

### SPONSOR EFFICIENCY

*The District will be evaluating your organizational reliance on Resort Tax revenues and your Program Expense Ratio.*

Previous Fiscal Year: Recently completed Fiscal Year

Current Fiscal Year: Fiscal Year as of 4/15/21

Dates of Sponsors Current Fiscal Year:

8/1/20 - 7/31/2021

|  |                       |                                       | Previous FY-Actual     | Current FY-Budgeted    | % Change   | % of total Revenue Current FY |
|--|-----------------------|---------------------------------------|------------------------|------------------------|------------|-------------------------------|
| <b>Revenue</b><br><i>(Cash only, do not include In-Kind)</i> | <b>Public Funding</b> | Resort Tax                            | \$ 65,000.00           | \$ 42,900.00           | -34%       | 4%                            |
|  |                       | Other (IE Mill levies, County, State) |                        |                        | #DIV/0!    | 0%                            |
|  | <b>Fundraising</b>    | Private Donations                     | \$ 157,000.00          | \$ 132,800.00          | -15%       | 13%                           |
|  |                       | Corporate Donations & Sponsorships    |                        |                        | #DIV/0!    | 0%                            |
|  |                       | Grants                                | \$ 30,000.00           | -                      | -100%      | 0%                            |
|  |                       | Events                                | \$ 62,500.00           | -                      | -100%      | 0%                            |
|  | <b>Direct Revenue</b> | Dues, Fees, Memberships, Sales        | \$ 574,250.00          | \$ 807,482.00          | 41%        | 77%                           |
|  | <b>Other</b>          | COVID-19 Relief*                      |                        | -                      | #DIV/0!    | 0%                            |
|  |                       | Other*                                | \$ 78,000.00           | \$ 63,500.00           | -19%       | 6%                            |
|  |                       | <b>TOTAL</b>                          | <b>\$ 966,750.00</b>   | <b>\$ 1,046,682.00</b> | <b>8%</b>  | <b>100%</b>                   |
| <b>Expenses</b>  | Administration        |                                       | \$ 96,056.00           | \$ 99,485.00           | 4%         |                               |
|  | Fundraising           |                                       | \$ 3,889.00            | \$ 5,000.00            | 29%        |                               |
|  | Programming           |                                       | \$ 921,218.00          | \$ 890,362.00          | -3%        |                               |
|  | <b>TOTAL</b>          |                                       | <b>\$ 1,021,163.00</b> | <b>\$ 994,847.00</b>   | <b>-3%</b> |                               |

\*Provide detail on other and COVID-19 Relief received, including sources and amounts\*:

### 3-YEAR GROWTH FORECAST

*(Include all organization projects and programs, not only those requesting resort tax funding)*

|                                  |   | Current<br>8/1/2020 - 7/31/2021 | Year 2<br>8/1/2021 - 7/31/2022 | Year 3<br>8/1/2022 - 7/31/2023 |
|----------------------------------|---|---------------------------------|--------------------------------|--------------------------------|
| <b>Employees</b>                 | <b>Total # of FTE</b>                                     | 13.0                            | 15.0                           | 17.0                           |
| <b>Core Operations</b>           | <b>Payroll &amp; Benefits</b>                             | \$ 601,547.00                   | \$ 661,701.70                  | \$ 794,042.04                  |
|                                  | <b>Rent &amp; Mortgage</b>                                | \$ 100,000.00                   | \$ 110,000.00                  | \$ 150,000.00                  |
| <b>Total Forecasted Expenses</b> | <b>Total Operating Budget (Including Core Operations)</b> | \$ 994,847.00                   | \$ 1,094,331.70                | \$ 1,313,198.04                |
|                                  | <b>Capital Expenditures</b>                               |                                 |                                |                                |
| <b>Assets</b>                    | <b>Reserves*</b>  | \$ 140,000.00                   | \$ 160,000.00                  | \$ 200,000.00                  |

\*Purpose and intent of reserves including any restrictions\*: Reserves are in place to cover for any budget discrepancies





## FY22 APPLICATION QUESTIONS FOL

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Friends of the Big Sky Community Library (FOL)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds? **No**
2. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?  
**We will decrease by 17.7% in FY22**
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:  
  
**\$15.00-30.00/ hour with no benefits.**
3. What is your first priority as an organization this next year?  
**Getting back to our normal hours of service while maintaining a current collection of materials/databases available to our entire community.**
  - a. How do your requests help you specifically meet that priority?  
**The request allows us to maintain basic operations.**
4. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: **Dani Kabisch, Teri K., Kathy H.**
  - b. June 10: **Dani Kabisch, Teri K., Kathy H.**

## Project Name: Big Sky Community Library

### Project Questions:

1. Have you considered additional fundraising efforts to support the operation?

We plan a renewed membership drive, Grants, Used Book Sales, Farmer's Market.

2. What other philanthropic sources of community funding have you pursued to match with Resort Tax funding?

We continue to apply for grants... Glore Fund, Arneson Family Foundation, Knight Foundation, Town Pump, 3 Rivers (one time grant).

3. What steps are you taking to make yourself more financially sustainable?

The BSCL has been part of this community for over 20 years. In that time, we have requested and received a consistent level of funding from the BSRAD. We are grateful for that support. We have only made one request in 20 years for a major capital improvement (the addition of a restroom and a separate entrance in 2005.) The BSCL is one of the most financially efficient, sustainable, low cost of the projects the BSRAD supports.

4. Did you receive funds for this project from BSRAD in FY21?
  - a. If so, what percentage difference is this request in comparison to what you received FY21?

Yes. We received \$65,720 in FY21. Our original request was for \$80,720. We received a one-time grant from 3 Rivers Communication for \$15,000. This enabled us to reduce our request.

$$\$87825 \text{ vs } \$65720 = 33.6\% \qquad \$87825 \text{ vs } \$80720 = 8.8\%$$

- b. Why the difference?

In FY 21 our budget included \$13,090 of our reserves. If we remove this, our total budget was \$99,320 and RT request was 81.3% of our budget. For FY 22 our RT request is 82.9% of our budget resulting in a 1.6% increase.

5. What hurdles exist in achieving the outcomes of your project?

As long as we receive funding, we anticipate no hurdles.



## FY22 APPLICATION QUESTIONS BSSHA

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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**Sponsoring Organization:** Big Sky Skating & Hockey Association Inc. (BSSHA)

### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much? **\$9345.16**
2. What progress has been made on merging into BSCO? **As you know, the BSCO had to replace its Executive Director, Ciara Wolfe, and appointed a new Board Chair to replace Al Malinowski. Since both of them were involved in previous face-to-face discussions with Ryan Blechta and Gary Hermann regarding a possible merger, this combined to temporarily put the process on hold. Recently, however, the boards of both organizations voted to affirm their interest in moving forward with a merger and to proceed with a further investigation of the merits of BSCO taking over BSSHA's operation and programming. Both organizations will be appointing people within their organizations to work together on due diligence issues and to work through a draft of a possible memorandum of understanding. We hope to complete that process and have a MOA which is mutually satisfactory to both parties by the end of the Summer or early Fall.**
3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22? **None. We spent \$45,797 last year on contract labor and project that those expenses will be \$45,000 in FY 22.**
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator: **We have no paid staff or benefits.**
4. What is your first priority as an organization this next year?

Other than to operate our rink and programs, our first priority is to continue to upgrade our rink and reduce costs, especially replacement of our dasher board system with a system that can be anchored into the new concrete slab. As previously indicated, the new boards will improve safety for those who play hockey in our rink and reduce labor costs associated with setting up and taking down the rink each Season. This improvement is timely because the current board system is near the end of its useful life and, since the new boards will have a likely useful life of at least 20 years, this will take care of an expense that we would otherwise have to deal with soon. The Glycol Tank will likely reduce our costs and reduce environmental risks, and the equipment trailer is essential because we will no longer be able to use our existing equipment shed due to the new BSCO Base Center and need to have a convenient location to dispense equipment to children who need it. If we do not have the funds to purchase the equipment trailer, we will likely need to rent one, thereby raising our costs by \$1500 or more.

- a. How do your requests help you specifically meet that priority?

Our Board Replacement Project requests, if granted, will help make these projects a reality by providing us with 50% of the costs. Based upon our experience, we are more likely to raise additional funds if Resort Tax shows their support by providing us a significant portion of those expense. Resort Tax support adds credibility to our requests for private financial support. Also, it makes donors believe that, because a major portion of the funds have been raised, their donations will make a difference in us reaching our goal.

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: **Ryan Blechta and Gary Hermann**
  - b. June 10: **Ryan Blechta and Gary Hermann**

## **Project Name: Operating Funds Assistance Project**

### **Project Questions:**

1. What are the memberships for trade organizations outlined in the project budget?

**We belong to the Chamber of Commerce. We also pay a fee each year to BSCO which we classified as a membership fee. If a merger occurs with BSCO, both of these expenses will be eliminated.**

Please provide any year over year user data:

- a. Did you receive funds for this project from BSRAD in FY21?

**Yes. Based upon reimbursement requests made to Resort tax and our estimate of remaining expenses to be submitted, we expect to receive \$58,559.81 in operating funds assistance for FY21.**

- b. If so, what percentage difference is this request in comparison to what you received FY21?

**Our request to Resort Tax for operating funds assistance for FY22 is \$34,930, a decrease of 40.3%.**

- c. Why the difference? **There are multiple reasons. Assuming we are able to obtain the funds needed for replacement of our dasher boards, we expect their design will result in a substantial reduction of contract labor costs associated with taking down and putting them up each season. The glycol tank will reduce or eliminate costs involved in having to seasonally drain, store and refill our refrigeration pipes with glycol. Having an equipment trailer, will eliminate the need to rent one, likely saving \$1000 to 1500 a year. We also anticipate that, as a result of the BSCO's installation of an insulated, well-designed concrete slab during the coming weeks, energy costs to make and maintain ice will be reduced. Because skaters and hockey players will be able to use the new BSCO Base Center for warming and changing, will will save the costs of renting and heating a trailer for that purpose. Because our Zamboni will be stored in the BSCO's new Base Center beginning this Season, we will no longer incur the cost to heat the storage shed we've used in the past. Last, our projected revenues assume that we will be able to resume our annual golf tournament fundraiser.**
1. What hurdles exist in achieving the outcomes of your project? **The main hurdle is fundraising. Since we are only asking Resort Tax to provide us with 50% of the cost of this project, we cannot achieve the outcome without either raising additional money from other sources or by cutting into our financial reserves or a combination of both. We have applied to several foundations and hope that they will provide part of the funds needed for this project. We also expect to make a pitch to some of our larger supporters for special support.**

## **Project Name: Board Replacement Project**

### **Project Questions:**

2. Why can't the "sponsors" of each board, i.e., business advertising, cover the entire project cost

**Board sponsorship only requires a donation of \$500 (next year, the minimum will be \$600), but board sponsorship, in total, typically provides only about \$25,000 to \$35,000 per year. Even after adding in program revenues and the net proceeds of our golf tournament, that amount is not enough to pay our operations expense. In other words, after using the board sponsorship money for operations expense, there is no money left for other purposes such as replacement of capital items like the dasher boards. As a practical matter, board sponsorship is a form of advertising for many of our sponsors and, if we were to greatly increase the minimum requirement for our board sponsorship, we believe that many of those sponsors, especially small businesses, would likely view it as too expensive and, as a result, would not participate—possibly resulting in a net loss of financial support. We do have some individuals and businesses who are willing to donate larger sponsor amounts but these are**

limited. As a result, any significant, non-operational expenses (e.g. purchases of equipment), will typically need to come from special support from Resort Tax, foundations, and a few wealthy individuals. We've also learned that private foundations will generally not fund operations expense which means that, to the extent that we cannot fund operation expenses through program fees, our golf tournament, and private donations, we will be unable to operate without assistance from Resort Tax. Such assistance is typically needed to sustain Community ice rinks.

3. Did you receive funds for this project from BSRAD in FY21?

**No.**

- a. If so, what percentage difference is this request in comparison to what you received FY21? **N/A**
  - b. Why the difference? **N/A**
4. What hurdles exist in achieving the outcomes of your project? **Because we are asking Resort Tax to provide us with only 50% of the cost of this project, we cannot achieve our desired outcome without either raising additional money from other sources or by cutting into our financial reserves or a combination of both. We have applied to several foundations and are optimistic that they will provide part of the funds needed for this project.**

## **Project Name: Glycol Tank Project**

### **Project Questions:**

1. How will this be managed for environmental safety? **Having the Glycol Tank will, in itself, improve environmental safety, since it will enable us to have a closed system for distributing, pressurizing, and using the glycol needed for refrigeration. With the current system, each season we must take apart our portable pipe system, prepare it for storage over the Summer by draining glycol from the pipes, putting the glycol into containers, and then refilling the pipes at beginning of the season. This is a messy process which can result in spillage, and could create a hazard for those involved in doing the work. That problem will likely be eliminated by encasing the pipes in a concrete slab and creating a closed system which includes a pressurized glycol tank. Also, based upon our consultation with the State Environmental people, we have concluded that, if glycol leaks out of the system, it will be absorbed and degraded by snow on the ground, thereby eliminating any threat to the environment. In the unlikely event that, after creating a closed, pressurized system, it becomes necessary to add additional glycol to the pipes, we can eliminate the danger of environmental effects by putting down material in the area of the fill which can absorb any spillage.**
2. How much will this reduce annual operating costs? **That is not clear. Last year, leakage of glycol cost us \$3100, but we believe that encasing the pipes in concrete and having a pressurized tank will substantially eliminate the risk of lost glycol leakage. According to our rink consultant, however, some glycol likely will evaporate each season, even without**

leakage—unless the glycol is pressurized using a glycol tank. The actual savings from losing glycol is difficult to quantify.

3. Did you receive funds for this project from BSRAD in FY21? **No**
  - a. If so, what percentage difference is this request in comparison to what you received FY21? **N/A**
  - b. Why the difference?

**N/A**

5. What hurdles exist in achieving the outcomes of your project? **Since we are only asking Resort Tax to provide us with 50% of the cost of this project, we cannot achieve the outcome without either raising additional money from other sources or by cutting into needed financial reserves or a combination of both. We have applied to several foundations and hope that they will provide part of the funds needed for this project.**

## **Project Name: Equipment Storage Trailer Project**

### **Project Questions:**

1. Can this be coordinated with BSCO's maintenance building project? **No. We understand that BSCO maintenance building will be used to house mechanical equipment and this will necessarily include the storage and use of oils and chemicals used for maintenance. These would make it an unsuitable environment for the storage and preservation of BSSHA equipment that is to be worn or used by children. We believe it is important to store that equipment in a dust proof, mice-free, non-contaminated storage space and that this is not what will be provided by storage in a maintenance garage. We did discuss these concerns with the BSCO and whether it is possible to store the children's equipment in the new Base Center but were told that they will not have the space we need. Also, even if the BSCO's maintenance building project could be built to include a proper space for our equipment, we understand that it will be at least a year until this happens, which means that we will have to spend money to rent a trailer for at least this year and the cost of that would likely be half of what we are now asking Resort Tax to provide.**
2. Did you receive funds for this project from BSRAD in FY21? **No**
  - a. If so, what percentage difference is this request in comparison to what you received FY21? **N/A**
  - b. Why the difference? **N/A**
6. What hurdles exist in achieving the outcomes of your project? **Since we are only asking Resort Tax to provide us with 50% of the cost of this project, we cannot achieve the outcome without either raising additional money from other sources or by cutting into necessary financial reserves or a combination of both. We have applied to several foundations and hope that they will provide part of the funds needed for this project.**



## FY22 APPLICATION QUESTIONS GISA

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Gallatin Invasive Species Alliance (GISA)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds? **No**
  - a. If yes, how much?
2. Suggest you continue to focus your case on tangible results achieved on site here in Big Sky. Billboard views and media views are far too remote from the local results I would expect. What other metrics could be used?

Billboard and media views are for our clean recreation project: Clean.Drain.Dry.. This project was funded by a grant from the Montana Department of Natural Resources and Conservation (DNRC) in coordination with the Montana Invasive Species Council (MISC) to prevent the spread of aquatic invasive species (AIS). The Alliance submitted another grant in January of 2021 and was awarded funding. Among the recommendations by the review board were:

- Billboards have high visibility
- High value (big reach) for low cost
- Consensus application well done
- Ranked first for 3 reviewers

Metrics reflect the project, and the project reflects the state's (DNRC, MISC, and MT FWP) mission, goals and strategies to prevent the spread of aquatic invasive species.

Big Sky has no known populations of aquatic invasive species currently. Therefore, our focus is prevention. Big Sky is a destination community. People from Big Sky travel out, and people from outside Big Sky travel in. The primary mechanism of spread of aquatic invasive species is transport via humans and their gear from one water body to another. AIS can survive out of water and transport over long distances only to invade a pristine river or lake. The primary mechanism of transport of humans are vehicles, and the billboard reaches all who travel to and from Big Sky. As listed above, the granting agency believes this is high value for low cost, thus have funded the project. We are completely open to ideas on ways to educate and inform all who live and visit Big Sky on means to prevent the spread of AIS to our local waters. Key to that, is the funding to do so.

3. What changed between last year's projection and your actual total ask for this year?

Decrease by \$9,780 85,000 to 75,220 (Will delete purple text at end – data for review)

This year's request is lower than our projected FY22 ask because we have decreased our ask to fund contracted staff.

4. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?

0.01%. Per our contract, funds paid to contractor are based on funds obtained, i.e. there is no set salary or base pay. The only way the Alliance was able pay our contractor at this level in FY21 was due to state COVID-relief grants and special grant awards from local foundations she was able to obtain. Our contractor has been at the same hourly pay rate since 2019.

a. If greater than a 5% increase, please explain. NA

Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

As the Alliance has only one contracted staff to execute the entirety of our operations and programming, we do not have such information on hand. Our contractor is paid an hourly wage and does NOT get any health benefits, retirement benefits, paid sick or annual leave, compensation time, job security, and takes on all tax liabilities. The financial burden of employment is passed along to our contractor. The entirety of all job responsibilities for those listed above fall to her:

- Operations: Budgeting and fiscal management
- Facilitate the workings of the Board
- Grant writing, tracking and management
- Fundraising and Development
- Program development, management & execution
- Landowner relations
- Event planning and execution
- Volunteer management
- Communications: Website development and management, social media, marketing and promotions
- Database management
- Cultivation and collaboration with partners
- Provide one's own office space, office furniture and equipment, computers, and transportation

Over the years, our contracted staff has collected information on ED salary ranges for equivalent non-profits, **equilibrate** that to contractor pay, and provided that our executive committee for review and analysis.

5. What is your first priority as an organization this next year?

To ensure the projects we've developed and the gains we've made over the years continue.

- a. How do your requests help you specifically meet that priority?

Last year we experienced significant setbacks in project implementation due to funding insecurity. Lack of a consistent funding stream makes planning and implementation of projects exceedingly difficult, i.e., we are unable to advertise our services to landowners and HOAs if we are unsure we will have the funding to assist them. It takes paid personnel to execute projects and achieve results.

6. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Jennifer Mohler
  - b. June 10: Jennifer Mohler

## **Project Name: Administration**

### **Project Questions:**

1. What is the membership expense outlined in the project budget?

North American Invasive Species Management Association (NAISMA), Big Sky Chamber of Commerce, and Montana Weed Control Association.

2. What are the roles & responsibilities of the 42 partners listed in the application?

The roles of our partners are to help in some capacity to further our mission to protect Big Sky's natural resources from the threats of invasive species. Their responsibility depends on the project, role, and level of engagement. Below are just a few examples:

Partners that collaborate and inform the Alliance on invasive species management: NAISMA, DNRC, MISC, NRCS, GCWD, MCWD, GNF, MDA, MSU, and MT Noxious Weed Education Campaign are among those we communicate and collaborate with on all aspects on invasive species management.

Partners and supporters of our events, such as weed pulls: Private businesses (Beehive Basin Brewery, Simms, Coffee Pot, etc) provide donated items for events, and organizations (GNF, MGTU, BSCO, BSOA, YC, YCCF) who collaborate with us to execute community weeds pulls.

Partners in promoting clean recreation: They (NAISMA, DNRC, MISC, NRCS, GCWD, GRTF, and MSU) assist us in development of and dissemination (BSCO, BSOA, GRTF, MGTU, One Montana, YC, etc). of our PR efforts to protect Big Sky's natural resources

Partners in habitat improvement efforts: They (GNF, GCWD, MCWD, BSOA, HOAs, Landowners, Wild Sheep Foundation, MT FWP, GCD, etc) assist with on-the-ground invasive plant management to the benefit of wildlife and native plants.

Partners in youth education: Those that invite us in to educate youth (JCP, Camp Big Sky, Gallatin Valley Farm Fair, Ophir School, etc) and those that assist us in doing so (GCWD, NRCS, MSU, MT Noxious Weed Education Campaign).

Partners in weed management efforts in the Gallatin Canyon: Those that fund us (YCCF, MCF, SPCF, Gallatin Resource Advisory Cmte, MGTU, GRTF, etc.) to those that work along side us to manage noxious weeds at highly used recreation site, restoration sites, trailheads, river access points, etc. (GRTF, GNF, GCWD, MDOT, etc.).

Partners in sustainable landscaping practices and Crail Gardens: From those who funded the project (Big Sky Water & Sewer, GRTF, BSOA, YCCF, MCF, SPCF, Big Sky Rotary, Cross Charitable Foundation, Gallatin Canyon Women’s Club, etc.) to those who work alongside us to build a community garden that educates the public on water conservation, wildlife habitat and preserving our historic landscape (BSCO, Big Sky Landscaping, Great Bear Native Plants, MCC, etc.).

Volunteers: the many volunteers who give their time to pull weeds at the community park, to those who help us educate local youth, to those who take the time to treat weeds in their HOA open space.

3. Please explain the working and funding relationship with both Gallatin and Madison Counties.

The Alliance works very closely with Gallatin County Weed District (GCWD), a department of Gallatin County, as GCWD was part of the working group that formed the Alliance. Two of GCWD employees sit on our board, which facilitate the Alliance using their office for our mailing address. The GCWD views our organization as an extension of their office, as any landowners’ inquiries from those in our area are sent our way. The Alliance informs all Gallatin County landowners of and provides links to the GCWD cost share program. We work cooperatively on both Education and Outreach and Environmental Stewardship projects. In 2018, a Gallatin County Commissioner, who after being presented with our annual report at a GCWD board meeting, was impressed by our work and lobbied for funds to be allocated to the Alliance via the GCWD. Since then, the Alliance has received \$2,500 for education and outreach purposes, essentially funding our local newspaper ads for landowner assistance.

The Alliance reached out to Madison County Weed District (MCWD), a department of Madison County, in 2013 to build a working relationship, which resulted in the first ever cooperative treatment with MCWD and Big Sky Resort in 2014, which continues to this day. The Alliance informs all Madison County landowners of and provides links to the MCWD cost share program. The physical distance of MCWD’s offices in Alder, along with limited Alliance staff time/funding has resulted in a less than preferred connection, engagement, and cooperation with MCWD. The Alliance initiated the groundwork for a funding ask (to match that of Gallatin County) in late spring of 2020, but COVID impacted the process. The Alliance re-visited the ask this year and we are awaiting word.

a. Any opportunities for further collaboration and funding from the Counties?

There is more potential for further collaboration, but without funding for contracted staff. As for funding, we have made ask to MCWD / MC and are awaiting word. We would gladly accept help by Resort Tax to lobby for increased funding from both counties.

4. Most of your expense is contract services, can you please explain what that includes?

The Alliance does not have staff, but contracted staff, thus listed as contracted services. Our one contracted staff performs all duties necessary to operate the non-profit (except for our annual tax return) and execute all programming.

5. How can we help you obtain matching funds from the counties and your partners?

We would gladly accept help by Resort Tax to lobby for increased funding from both counties, and we would appreciate letters of support in our grant applications. To be clear, there is little funding for invasive species work, and even harder to get funding for a resort community. The threats from invasive species is not readily understood like polluted water, and the magnitude of ecological impacts is not widely understood. Yellowstone National Park lists invasive species as its greatest threat second to climate change. Invasive species are “habitat transformers”, because they change the physical structure and forage availability in habitats, eventually pushing resident wildlife out. They have the potential to irrecoverably alter ecosystem processes. If this board decides to not fund invasive species work in their own community, no one else will. As one community leader said “Protecting our natural resources is paramount to protecting our livelihood and future.”

6. Did you receive funds for this project from BSRAD in FY21? **Yes**

- a. If so, what percentage difference is this request in comparison to what you received FY21?

**2.27%** FY21 Awarded \$9118, FY22 Request \$20,720 **check my math**

- b. Why the difference?

As stated above, per Resort Tax’s request prior to last year’s application (that only COVID related projects be submitted), the Alliance proactively slashed our request by two-thirds, requesting “survival only” funding.

7. What hurdles exist in achieving the outcomes of your project?

Primarily funding insecurity. If funding was stable, the Alliance would be better positioned to pursue additional funding, and plan for and execute projects. It would allow us to become proactive vs reactive.

## **Project Name: Education & Outreach**

### **Project Questions:**

1. Most of your expense is contract services, can you please explain what that includes?

As stated above, the Alliance does not have staff, but contracted staff, thus listed as contracted services. Our one contracted staff performs all duties necessary to execute all Education & Outreach programming.

2. You indicated on your application that this request would not result in additional operating costs, please explain further as it appears to be an ongoing expense.

Most costs associated with our Education & Outreach project is for our contracted staff, which will continue, as staff is necessary to execute the project. It was my understanding that operating costs would be something like “annual concrete maintenance of the sidewalk”. The ever-changing applications and terminology may have confused me.

3. Did you receive funds for this project from BSRAD in FY21?

Yes. To be clear, Education & Outreach was previously two projects (Education & Awareness and Community Outreach) that we have combined in consultation with Resort Tax staff.

- a. If so, what percentage difference is this request in comparison to what you received FY21?

3.14%    FY 21 \$10,450    FY22 \$32,900    **check my math**

- a. Why the difference?

As stated above, per Resort Tax’s request prior to last year’s application (that only COVID related projects be submitted), the Alliance proactively slashed our request by two-thirds, requesting “survival only” funding.

4. What hurdles exist in achieving the outcomes of your project?

Lack of understanding of the threats of invasive species and the importance of education and outreach efforts, lack of funding for contracted staff, and limited available funding sources for education and outreach projects beyond Resort Tax.

## **Project Name: Environmental Stewardship**

### **Project Questions:**

1. Please further explain this project, is it the former cost sharing project?

The Alliance did once have a cost share program within our Landowner Program, which is one element in our Environmental Stewardship Program. The Alliance now directs landowners to the corresponding County cost share programs.

The Environmental Stewardship Program facilitates ecologically based invasive species management on private and public lands, improves impaired wildlife habitat, provide landowners with resources to implement best management practices, and aids in early detection/rapid response for new invaders. It includes:

Bighorn Sheep Habitat Improvement: For the past 11 years, the Alliance has led 8 partners in working to manage invasive plant species for our local and beloved Spanish Peaks Bighorn Sheep herd.

Community Weed Pulls: Our community weeds pulls are “stewardship in action”, removing noxious weeds from public lands and parks, trailheads, and river access sites helps protect the places we love.

Conserve Our Canyon: The Alliance secures and provides funding to Custer Gallatin National Forest to hire the Montana Conservation Corps Wildlands Restoration Team, who are trained in noxious weed management. We identify areas of concern and work closely with our partners to manage heavily used public lands, such as trailheads, fishing access sites, campgrounds, forest service roads, and river restoration sites.

HOA (Habitat Owners Association) Program: With habitat loss, fragmentation, and degradation increasing in the greater Big Sky area, existing open space (e.g., areas managed by HOAs) is proving to be a critical component of preserving important habitat. Partnering with HOAs and the Gallatin County Weed District, the Alliance aims to enhance wildlife habitat in HOA open space by leading an invasive species management effort for a three-year period. The goal is to assist the HOA with education and technical assistance to kick start habitat improvement.

Landowner Assistance: Active stewardship by landowners is critical to ensure the health of both private property and public lands in and around Big Sky. The Alliance provides landowners with the tools and resources to address invasive plants using best management practices and adaptive strategies.

Mapping & Monitoring: The Mapping & Monitoring Programs maintains ecological health and diversity by assisting and supporting partner agencies responsible for invasive species management in early detection of and rapid response to invasive species populations in the Alliance's project area.

2. You indicated on your application that this request would not result in additional operating costs, please explain further as it appears to be an ongoing expense.

Most costs associated with our Environmental Stewardship project is for our contracted staff, which will continue, as staff is necessary to execute the project. It was my understanding that operating costs would be something like "annual concrete maintenance of the sidewalk". The ever-changing applications and terminology may have confused me.

3. Did you receive funds for this project from BSRAD in FY21?
  - a. If so, what percentage difference is this request in comparison to what you received FY21?

3.32%    FY 21 \$6,500    FY22 \$21,600 **check my math**

- b. Why the difference?

As stated above, per Resort Tax's request prior to last year's application (that only COVID related projects be submitted), the Alliance proactively slashed our request by two-thirds, requesting "survival only" funding.

5. What hurdles exist in achieving the outcomes of your project?

Lack of funding for contracted staff, and limited available funding sources for education and outreach projects beyond Resort Tax, especially for our Landowner Assistance Program. We often get "this is a local issue that should be funding by local sources" accompanied with a grant denial.



## FY22 APPLICATION QUESTIONS BSSEF

### Instructions:

- Please provide direct responses to the questions provided below.
    - Keep responses brief and no longer than 1 paragraph.
  - Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
    - Please contact us if you require clarification on any questions.
- 

### Sponsoring Organization: Big Sky Ski Education Foundation (BSSEF)

#### Sponsor Questions:

- 1. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?**

25%. The program is growing and we need more staff, this is not due to excessive salary increases.

**If greater than a 5% increase, please explain.**

We strive to have competitive pay to retain staff on our growing team.

- a. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:**

\$40,000-60,000

Health Insurance, Aflac, Phone, and Gas Stipend.

- 2. What is your first priority as an organization this next year?**

Our priority as an organization is to create a budget amongst all of our programs that is sustainable for future growth and employment opportunities, while keeping program registration fees affordable to youth in the community.

- a. How do your requests help you specifically meet that priority?**

The requested funds help us meet our priority by keeping the costs of the programs affordable to local youth.

- 3. Please provide the names of the individuals that will be representing your organization at the Review Meetings:**

- a. June 7 (Monday 5:30-8pm): Jeremy Ueland, Jessie Lepel, Markus Kirchmayr

- b. June 10 (Thursday 5:30-8pm): Jeremy Ueland, Jessie Lepel, Markus Kirchmayr

## Project Name: Equipment

### Project Questions:

**1. Why is the Kelly Brush Foundation grant money not reflected in the project budget?**

In the submitted budget project funding, the \$2,500 from Kelly Brush Foundation is represented under Grants. BSSEF's contribution is represented under Events. We are asking resort tax to match the contribution made by BSSEF and Kelly Brush Foundation of \$5,000. This will give us \$10,000 to put toward Safety Equipment.

Due to a misunderstanding of the budget on our part, we have re-submitted the project budget. We have included a breakdown for a better understanding of the new and previously submitted budget.

#### Resort Tax Request

1. Marketing/ Communications \$10,000 to be used for radios.
2. Materials and Supplies \$25,000
  - a. Timing Equipment \$15,000
  - b. Gates \$5,000
  - c. Safety Equipment \$5,000
3. Repairs and Maintenance \$7,000 to be used for repairs and maintenance as well as small equipment.

**2. What equipment would this money be purchasing?**

This money will be used to purchase Safety Equipment such as B-net, C-net, poles, and clips. As well as gate hinges, shafts, and bases. Additionally, Timing Equipment, Small equipment such as drills, generators, digital announcement board, PA system, computers, wifi routers, ect. Cost to repair and maintain all equipment.

**3. Your project is anticipated to cost \$32,750, why are you requesting \$42,000 from Resort Tax?**

Our newly submitted budget includes \$17,500 from our projected 2021-2022 operating budget for small equipment purchases. The \$2,500 from Kelly Brush Foundation is represented under scholarship and financial assistance, BSSEF's contribution is represented under the small equipment operating budget expenses.

**4. Please explain the "other" direct expenses listed in the project budget:**

In the submitted budget "other" was small equipment. Small Equipment includes drills, generators, digital announcement board, PA system, computers, wifi routers, ect. We have removed the "other" direct expenses; in the newly submitted budget it is included in repairs and maintenance, and materials and supplies.

**5. The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes.**

***Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.***

BSSEF hosts events for youth in the community to participate in a safe, controlled environment. BSRAD has been a large contributor to the success of events and helped maintain the affordability of our programs.

**6. What is the \$10k in "marketing" for?**

The budget category is Marketing, Advertising, and Communications. We asked for \$10,000 for radios, considering it to fall under communications.

**7. What hurdles exist in achieving the outcomes of your project?**

We strive to keep programs affordable while covering operating costs.

## Project Name: Event Coordinator

### Project Questions:

1. **The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes.**

***Using a fictitious scenario: The Sidewalk Project will construct 5 miles of sidewalks, keeping pedestrians and bicyclists safe.***

As our program has grown, hosting events has become increasingly difficult and put added strain on our current staff and volunteer base. An Event Coordinator allows the organization to host higher quality and potentially more events which will draw more people into our community, contributing to our local economy.

2. **You indicated on your application that this request would not result in additional operating costs, please explain further as it appears to be an ongoing expense.**

The costs will be offset by additional income brought in by the Event Coordinator. This will continue to be an additional operating cost.

3. **Your project budget indicates that you are requesting \$20,000 for marketing, advertising, and communications not an "Event Coordinator", please explain what you are requesting funds for.**

Due to a misunderstanding (of the budget) on our part, we have re-submitted the project budget for a better understanding of the new, and previously submitted, budget. Previously we put \$20,000 under Marketing, Advertising, and Communications because these are the duties of the Event Coordinator. We have now moved the \$20,000 to Payroll and Benefits for the Event Coordinator whose duties include Marketing, Advertising, and Communications.

4. **Your project budget indicates that you have \$50,000 of revenue for \$45,000 of expenses, please explain.**

The project budget is \$52,000, we are asking for funding to help cover \$20,000 of this, as shown in our resubmitted budget.

5. **What hurdles exist in achieving the outcomes of your project?**

We strive to keep programs affordable while covering operating costs.

**Project Name as listed on Project Application:** Equipment

| <b>Project Funding</b><br><i>Cash only, not including In-Kind</i> | <b>FY22</b><br><i>(7/1/21-6/30/22)</i> | <b>FY23</b><br><i>(7/1/22-6/30/23)</i> | <b>FY24</b><br><i>(7/1/23-6/30/24)</i> |
|---|--|--|--|
| Resort Tax  | \$ 42,000.00                           |  |  |
| Other Public Funding  |  |  |  |
| Private Donations   |  |  |  |
| Corporate Donations & Sponsorships                                |  |  |  |
| Grants  | \$ 2,500.00                            |  |  |
| Events  |  |  |  |
| Dues, Fees, Membership, Sales                                     |  |  |  |
| COVID-19 Relief   |  |  |  |
| Other*  |  |  |  |
| <b>Total</b>  | <b>\$ 44,500.00</b>                    | <b>\$ -</b>                            | <b>\$ -</b>                            |

| <b>Project Expenses FY22</b>                       | <b>Project Budget</b> | <b>RT Request</b>   |
|--|-----------------------|---------------------|
| <b>Project and Programing (Direct)</b>             |                       |                     |
| Contract Services                                  |                       |                     |
| Property Acquisition                               |                       |                     |
| Marketing, Advertising, and Communications         | \$ 10,000.00          | \$ 10,000.00        |
| Materials and Supplies                             | \$ 32,500.00          | \$ 25,000.00        |
| Repairs and Maintenance                            | \$ 15,000.00          | \$ 7,000.00         |
| Scholarships and Financial Assistance              | \$ 2,500.00           |                     |
| Travel   |                       |                     |
| Other*   |                       |                     |
| <b>Subtotal</b>                                    | <b>\$ 60,000.00</b>   | <b>\$ 42,000.00</b> |
| <b>Core Operations (Indirect)</b>                  |                       |                     |
| Payroll and Benefits                               |                       |                     |
| Rent and Mortgage                                  |                       |                     |
| <b>Subtotal</b>                                    | <b>\$ -</b>           | <b>\$ -</b>         |
| <b>Additional Operations (Indirect)</b>            |                       |                     |
| Contract Services                                  |                       |                     |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) | \$ 1,000.00           |                     |
| Marketing, Advertising, and Communications         |                       |                     |
| Memberships (Industry and Trade Organizations)     |                       |                     |
| Office Expenses                                    | \$ 1,000.00           |                     |
| Repairs and Maintenance                            |                       |                     |
| Sponsorships                                       |                       |                     |
| Travel & Training                                  |                       |                     |
| Other**  |                       |                     |
| <b>Subtotal</b>                                    | <b>\$ 2,000.00</b>    | <b>\$ -</b>         |
| <b>Total</b>                                       | <b>\$ 62,000.00</b>   | <b>\$ 42,000.00</b> |

**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 Name as listed on Project Application:** Event Coordinator

| <b>Project Funding</b><br><i>Cash only, not including In-Kind</i> | <b>FY22</b><br><i>(7/1/21-6/30/22)</i> | <b>FY23</b><br><i>(7/1/22-6/30/23)</i> | <b>FY24</b><br><i>(7/1/23-6/30/24)</i> |
|---|--|--|--|
| Resort Tax  | \$ 20,000.00                           | \$ 20,000.00                           | \$ 20,000.00                           |
| Other Public Funding  |  |  |  |
| Private Donations   |  |  |  |
| Corporate Donations & Sponsorships                                |  |  |  |
| Grants  |  |  |  |
| Events  | \$ 15,000.00                           | \$ 15,000.00                           | \$ 15,000.00                           |
| Dues, Fees, Membership, Sales                                     | \$ 15,000.00                           | \$ 15,000.00                           | \$ 15,000.00                           |
| COVID-19 Relief   |  |  |  |
| Other*  |  |  |  |
| <b>Total</b>  | <b>\$ 50,000.00</b>                    | <b>\$ 50,000.00</b>                    | <b>\$ 50,000.00</b>                    |

| <b>Project Expenses FY22</b>                       | <b>Project Budget</b> | <b>RT Request</b>   |
|--|-----------------------|---------------------|
| <b>Project and Programing (Direct)</b>             |                       |                     |
| Contract Services                                  |                       |                     |
| Property Acquisition                               |                       |                     |
| Marketing, Advertising, and Communications         | \$ 5,000.00           |                     |
| Materials and Supplies                             |                       |                     |
| Repairs and Maintenance                            |                       |                     |
| Scholarships and Financial Assistance              |                       |                     |
| Travel   |                       |                     |
| Other*   |                       |                     |
| <b>Subtotal</b>                                    | <b>\$ 5,000.00</b>    | <b>\$ -</b>         |
| <b>Core Operations (Indirect)</b>                  |                       |                     |
| Payroll and Benefits                               | \$ 40,000.00          | \$ 20,000.00        |
| Rent and Mortgage                                  | \$ 4,000.00           |                     |
| <b>Subtotal</b>                                    | <b>\$ 44,000.00</b>   | <b>\$ 20,000.00</b> |
| <b>Additional Operations (Indirect)</b>            |                       |                     |
| Contract Services                                  |                       |                     |
| Insurance (Liability, D&O, Vehicle, Umbrella, etc) |                       |                     |
| Marketing, Advertising, and Communications         |                       |                     |
| Memberships (Industry and Trade Organizations)     |                       |                     |
| Office Expenses                                    | \$ 1,500.00           |                     |
| Repairs and Maintenance                            |                       |                     |
| Sponsorships                                       |                       |                     |
| Travel & Training                                  | \$ 1,500.00           |                     |
| Other**  |                       |                     |
| <b>Subtotal</b>                                    | <b>\$ 3,000.00</b>    | <b>\$ -</b>         |
| <b>Total</b>                                       | <b>\$ 52,000.00</b>   | <b>\$ 20,000.00</b> |

**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:**



## FY22 APPLICATION QUESTIONS BSSAR

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Search and Rescue (BSSAR)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds? **Yes**
  - a. If yes, how much? **\$1527.34 (Total for both cycles)**
2. What changed between last year's projection and your actual total ask for this year?  
**Last year we did not ask for any funding for equipment, only training. Training costs varied due to instructor availability as well as the number of members who could participate.**
3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22? **N/A (no payroll)**
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

What is your first priority as an organization this next year?

**Our priorities remain the same: Ensure our members' safe return on missions and deliver the best possible service to our community in need that utilizes our outdoor spaces. To achieve this, we maintain operational readiness, including obtaining and maintaining gear and equipment. We also must seek and deliver specialized training for our members that meet industry best practices and the needs of a growing community of backcountry users.**

4.
  - a. How do your requests help you specifically meet that priority?  
**We apologize, but we not quite sure we understand this question, but I think we may have covered the answer in the question above.**
5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: **Greg Clark, Mark Bradford**
  - b. June 10: **Greg Clark, Heather Walker**

## Project Name: BSSAR Training and Equipment

### Project Questions:

1. What is the equipment being purchased?

Snow Ambulance, Snowmobile, CPR training manikins.

2. Have you made an "ask" to Gallatin and Madison Counties for funding?
3. Did you receive funds for this project from BSRAD in FY21? **No**
  - a. If so, what percentage difference is this request in comparison to what you received FY21?
  - b. Why the difference?
4. What hurdles exist in achieving the outcomes of your project?

Not receiving funding.



## FY22 APPLICATION QUESTIONS WIA

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Women In Action (WIA)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much?
    - i. Less than \$1,000
2. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?
  - a. 31%
  - b. If greater than a 5% increase, please explain.
    - i. The ED's hours were increased from 25 hours/week to 32 hours/week in January, 2021. Additionally, the Board authorized vacation pay of six hours a day for 10 Federal holidays.
  - c. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:
    - i. Executive Director 45,000-50,000/year, hourly, no benefits
    - ii. Paid interns - \$12/hour, no benefits
3. What is your first priority as an organization this next year?
  - a. WIA's first priority as an organization is to continue to identify and meet needs of the Big Sky community.
  - b. How do your requests help you specifically meet that priority?
    - i. Behavioral health needs consistently rank at the top of needs assessments in the Big Sky community, as well as greater Montana. WIA believes availability of resources alone, does not always equal access for all. Working to address the stigma around accessing behavioral healthcare, and reducing the barrier cost of care may create, we are striving to shape a community in which accessing behavioral healthcare when you are in need is normalized, and ability to pay is no longer a barrier.

4. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Jean Behr
  - b. June 10: Jean Behr

## Project Name: WIA-Behavioral Health

### Project Questions:

1. Are WIA's services increasing to meet the needs of our community?
  - a. WIA consistently monitors the reports sent by our partner practitioners to determine if need is being met. Currently, the WIA practitioners have full or nearly-full client hours with no wait list. With the addition of new behavioral health services at the Big Sky Medical Center, and the introduction of Charlie Health's services, WIA is not seeking additional practitioners at this time. The WIA sliding fee scale was extended to include Charlie Health's Big Sky clients, and we opened our office space free-of-charge to an MSU- Human Development Clinic intern who is completing a rural internship project, and offered space, if needed, to Ally Wold, LMFT, who will be opening a practice through the Big Sky Medical Center.
2. Behavioral health services are important to the community. What is your long-term plan for coordinating your services with those of the Big Sky Medical Center and the local coalition?
  - a. WIA will continue to serve on the Big Sky Behavioral Health Coalition whose goal is to build connections among the community, local practitioners, and emergency services to create a strong system of care and safety net services. To serve that purpose, our long-term planning includes continuing to partner with behavioral healthcare providers and adjust services as needed, remain a source for sliding fee scale funding for Big Sky residents, office space for individual, couple, family, and substance use disorder counseling, and funding community programming that promotes wellness and provides preventive solutions against future behavioral health needs. WIA is also building a new partnership with the Big Sky Food Bank to increase available resources to fill short term needs, as well as case management services for Big Sky residents who are experiencing food, economic, behavioral health, and housing insecurities.
3. The application indicated ongoing support will not be needed from BSRAD, please explain where ongoing support will be coming from:

Our application indicated that we will not need ongoing support from BSRAD for new projects. WIA will continue to request support from BSRAD for our existing behavioral health services. WIA will work closely with our behavioral health partners to ensure that needs are being met, and resources are directed to programming that best serves our community.

4. Did you receive funds for this project from BSRAD in FY21?
  - i. Yes
  - b. If so, what percentage difference is this request in comparison to what you received FY21?
    - i. 3%





## FY22 APPLICATION QUESTIONS CLLC

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Center for Large Landscape Conservation (CLLC)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much?

No. We will have spent the \$15,000 allocated in FY21 by the end of June, as anticipated.

2. What changed between last year's projection and your actual total ask for this year?

As we have become more familiar with the study area, available data sets, and information we will need to develop to aid in project success through our early activities Jan '21-present, we have been more fully able to assess project costs. Our present request for \$50,000 reflects the understanding we have gained during this period.

Our request remains specific to project needs, rather than organizational (indirect) cost.

3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

The Center is committed to providing our staff with a living wage. We give a cost of living increase annually. This ranges from 2.5% to above, depending upon our ability to maintain the fiscal health of our organization. Our percent increase of payroll and benefits for FY21 was 2.5% and we will do the same for FY22.

The salary range for our three-person leadership team (President, Vice President of Programs and Vice President of Operations) is \$90,000-\$125,000. Our salary range for program managers is \$58,000-\$72,000. Our salary range for coordinators is \$40,000 to \$55,000. Benefits for all of our staff include a generous vacation package (which increases with length of employment), health insurance, and 401k match.

4. What is your first priority as an organization this next year?
  - a. How do your requests help you specifically meet that priority?

Having grown from our roots working in Montana and the Northern Rockies to programmatic efforts across the nation and globe, we are very excited to be able to focus on an additional effort 'at home' by working along US-191. Re-grounding ourselves in our home region is a high priority for the upcoming fiscal year, as it enables us to reflect upon the work we do in other locations in the area we know best and have direct ties. Because we are local to this place, application of the knowledge and best practices we have gained from work outside the region takes on additional meaning, and enables us to consider our approaches and impact from a personal perspective.

We also see the US-191 Wildlife and Transportation Conflict Assessment as a critical opportunity to bring a cutting-edge conservation tool to Big Sky to help fulfill its vision of *"a community nestled in the center of a pristine national forest and abundant wildlife that is actively working to grow, while advocating for preservation of its surrounding ecosystem."* Success in our region will be noted in our state, across the U.S. and around the world, as have similar efforts in critical Asian elephant and jaguar migration corridors, among others, elsewhere.

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Deb Davidson, Abigail Breuer, Liz Fairbank
  - b. June 10: Deb Davidson, Abigail Breuer, Liz Fairbank

## **Project Name: US-191 Wildlife and Transportation Conflict Assessment: Preparing for Continued Growth**

### **Project Questions:**

1. How is this project different than what we funded during our last allocation?

As described in both our FY21 and FY22 proposals, our project focus is carrying out work to put together a robust and publicly-vetted Wildlife and Transportation Conflict Assessment. The Assessment will serve as a foundational step in road redevelopment planning along US-191 in the face of unprecedented population, visitation and traffic growth. Our FY21 award allowed us to initiate several activities to set the stage for further in-depth work. As a result, we are now ready to carry out the full range of activities required to develop a rigorous and highly-informative Assessment.

2. What percent of the area of study falls within BSRAD boundary?

About 32% of the road miles we will consider are within BSRAD. As a result of our community discussions based on our FY21 proposal, we have expanded our initial study design to include the

full extent of Lone Mountain Trail. As shown on the accompanying maps [see Maps C and D, page 10], 51% (86,000 acres) of BSRAD falls within the Custer-Gallatin National Forest, with 20% (34,500 acres) made up by the Lee Metcalf Wilderness Area. Significantly, nearly all of BSRAD is elk summer or winter range, with critical winter range concentrated along US-191 and Lone Mountain Trail. In addition, eight streams meet the Gallatin River along US-191 within the BSRAD boundary.

Much of the BSRAD area surrounding US-191 typifies wildlife winter range, with historic wildlife crossings and areas of frequent use evident from preliminary investigation. For example, the Gallatin elk herd frequently crosses US-191 within BSRAD, with dozens of elk mortalities known between mile markers 48-45, and a similarly large quantity between mile markers 40-45 [See Map B, page 9 for mile marker locations]. Grizzly bear, black bear, moose, mule- and white-tailed deer hits have also occurred in these same locations.

3. Are there any data sets that show how 191 compares to other highways on animal/vehicle collisions?

Not yet. Project team member and road ecologist Liz Fairbank is one of two nonprofit members serving on a Statewide Data and Information Working Group, along with representatives of Montana, Fish, Wildlife, and Parks and the Montana Department of Transportation, mapping areas of greatest need. This analysis is expected by late 2021.

Because of US-191's relationship to Yellowstone National Park and surrounding National Forest land, finding ways to mitigate on the impact of the road is essential to maintain ecological connectivity for Montana's iconic species, especially as Big Sky and other parts of the Gallatin Valley increase in human population density and visitation. Observational research in northern Montana along US-2 separating Glacier National Park from the Bob Marshall Wilderness Area found that collared grizzly bears had lost two hours per day of suitable crossing opportunity due to increasing traffic volume in the period between 1999-2001 and 2012-2013.<sup>1</sup> The same study projected loss of another three hours per day of crossing opportunity within five years due to the anticipated increase in traffic volume.

An earlier study of collared grizzly bears in the same area found that "crossing frequency was strongly and negatively correlated with traffic volume, reaching zero when traffic volume exceeded 100 vehicles per hour."<sup>2</sup> Similarly, an assessment of deer behavior across Wyoming found that "traffic volumes above 2,000 AADT [average annual daily traffic] will be unsafe for deer and the traveling public for more than 50 percent of the 24-hour cycle, and higher traffic volumes will incur even higher fractions of the day with unsafe or impermeable road conditions."<sup>3</sup> This volume of traffic is the low end of vehicle trips along US-191 (2000-11,000 AADT) and Lone Mountain Trail (2000-9000 AADT), according to Montana Department of Transportation data.

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<sup>1</sup> Waller, J. and C. Miller. 2015. *Decadal Growth of Traffic Volume on US Highway 2 in Northwestern Montana*. *Intermountain Journal of Sciences*. 21(1-4): 29-37.

<sup>2</sup> Waller, J. and C. Serveen. 2005. *Effects of transportation infrastructure on grizzly bears in northwestern Montana*. *Journal of Wildlife Management*. 69: 985-1000.

<sup>3</sup> Riginos, C., C. Smith, E. Fairbank, E. Hansen, and P. Hallsten. 2018. *Traffic thresholds in deer road-crossing behavior*. Wyoming Department of Transportation, WY-18/7F.

Please note that the five remaining, isolated populations of grizzly bears in the lower 48 [Montana's Greater Yellowstone, Cabinet/Yaak, and Northern Continental Divide Ecosystems (greater Glacier), and those of Northern Idaho, and Northern Cascades] need secure linkage areas to remain viable.<sup>4</sup> Maintaining ecological connectivity for wide-ranging species across landscapes in which human uses also exist is well-established as the preeminent strategy to maintain not just biodiversity, but also the critical ecosystem services on which all life depends.

4. Could you share the preliminary findings from this study?

Our pilot cohort of citizen science participants have observed 295 wild animals on or near US-191 and Lone Mountain Trail since mid-March, through use of the ROaDS (Roadkill Observation and Data System) app. The maps and charts on the following pages show:

Map A: Initial Species Observation Locations within BSRAD (recorded via cell phone GPS)

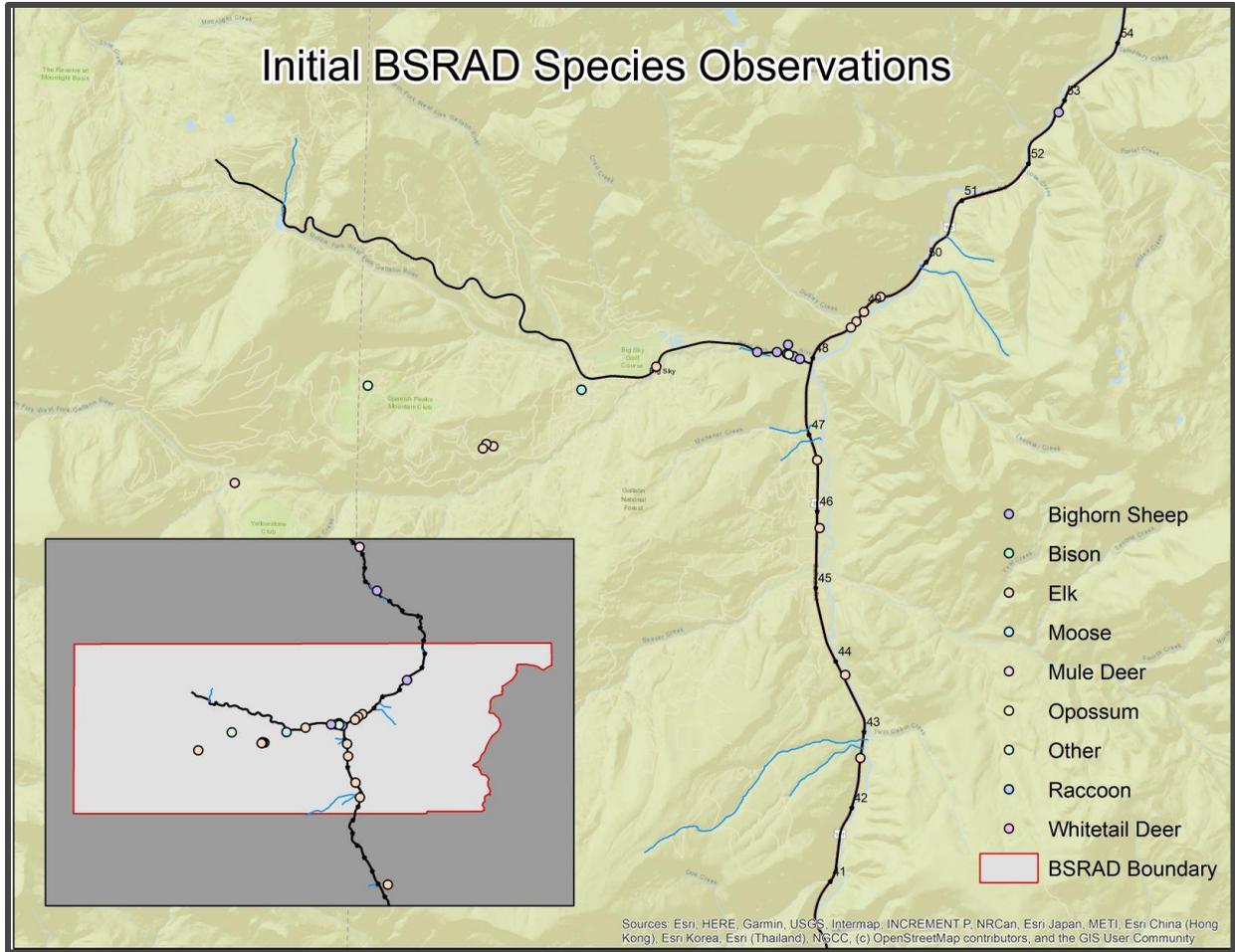
Chart A: Total Observations by Species

Chart B: Observations (% Breakdown by Species)

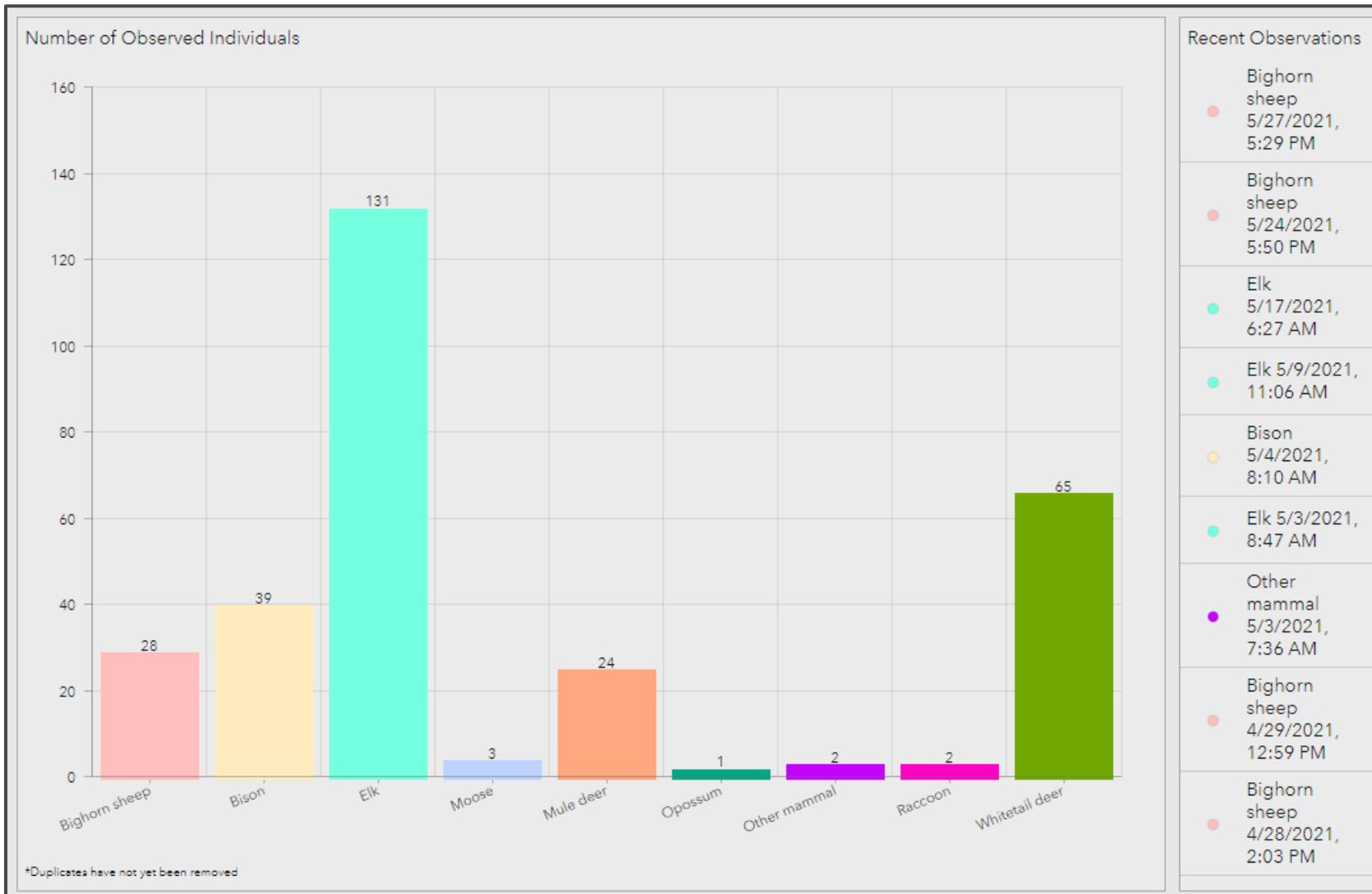
Chart C: Observations (Alive Near Road, Crossing Road, and Roadkill)

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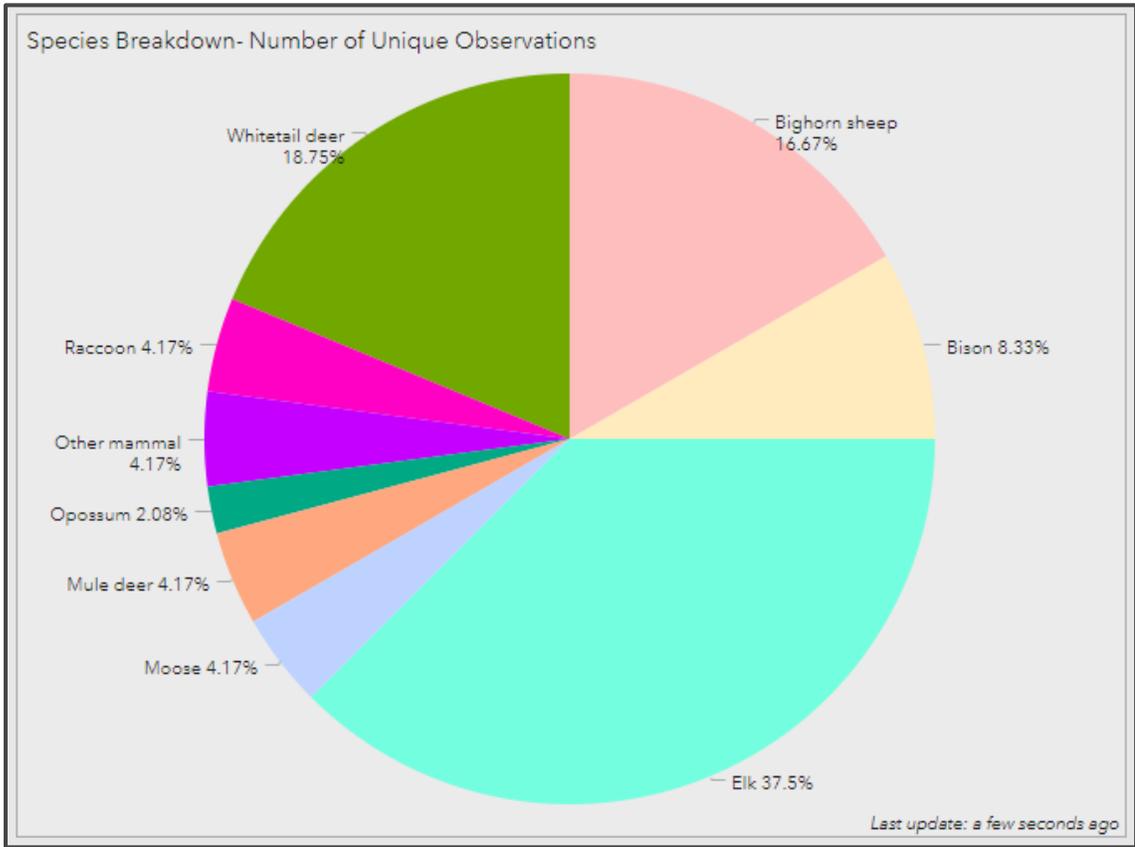
<sup>4</sup> Waller, J., and C. Servheen. 1999. *Documenting grizzly bear highway crossing patterns using GPS technology*. **Proceedings of the Third International Conference on Wildlife Ecology and Transportation**, Missoula, MT. pp. 21-24.



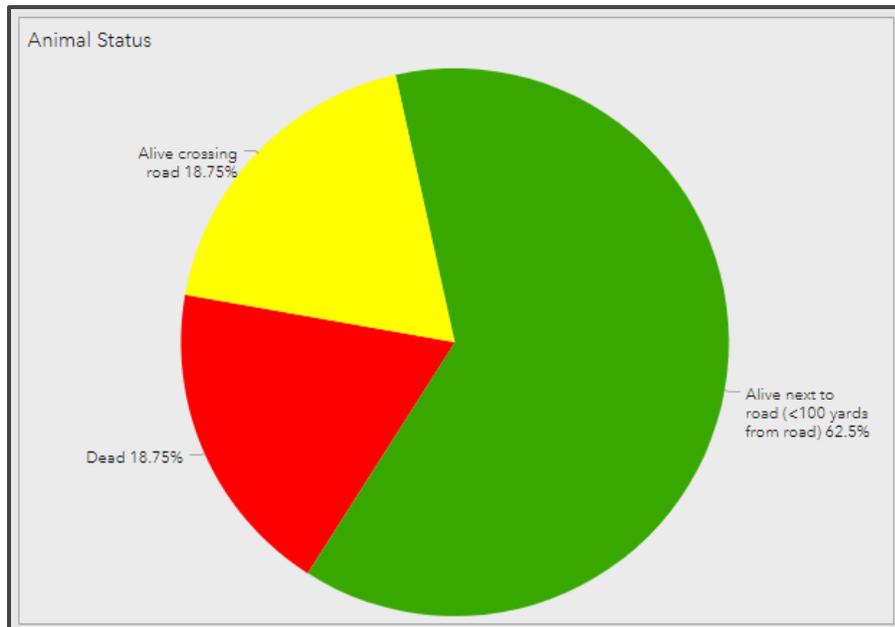
**Map A: Initial Species Observation Locations within BSRAD**



**Chart A: Total Observations by Species**



**Chart B: Observations (% Breakdown by Species)**



**Chart C: Observations (Alive Near Road, Crossing Road, and Roadkill)**

5. Did you receive funds for this project from BSRAD in FY21?
  - a. If so, what percentage difference is this request in comparison to what you received FY21?
  - b. Why the difference?

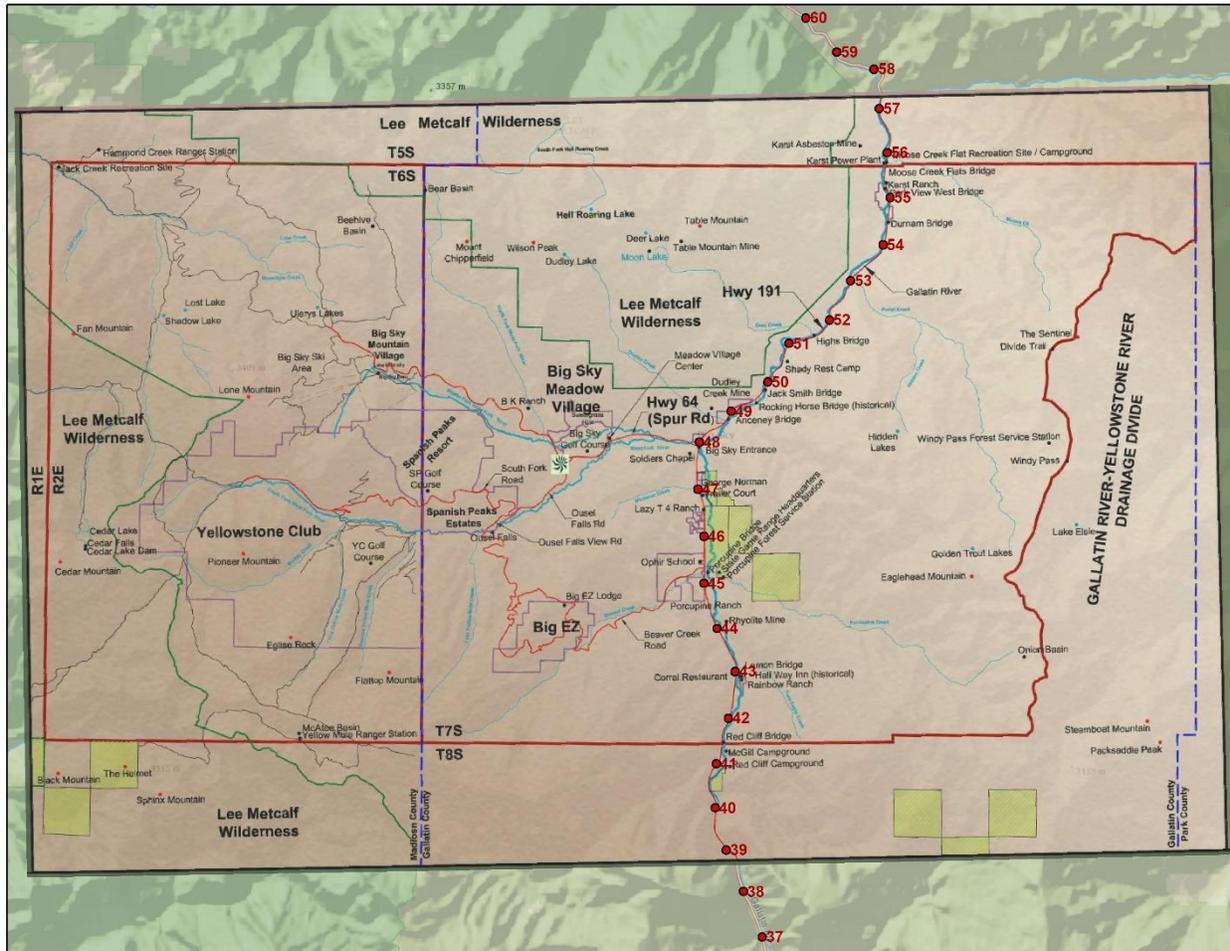
Our request for \$50,000 for FY22 is 3.33 times greater (> 300% more) than our FY21 request of \$15,000. We requested \$15,000 in FY21 (Jan-Jun '21) in order to carry out preliminary work related to the in-depth Assessment we propose to perform and complete in FY22. By taking the time to learn more about the study area, initiate citizen science data collection, and introduce the study to local and regional officials, we are well-poised to succeed with the necessary study activities to develop a robust Wildlife and Transportation Conflict Assessment.

6. What hurdles exist in achieving the outcomes of your project?

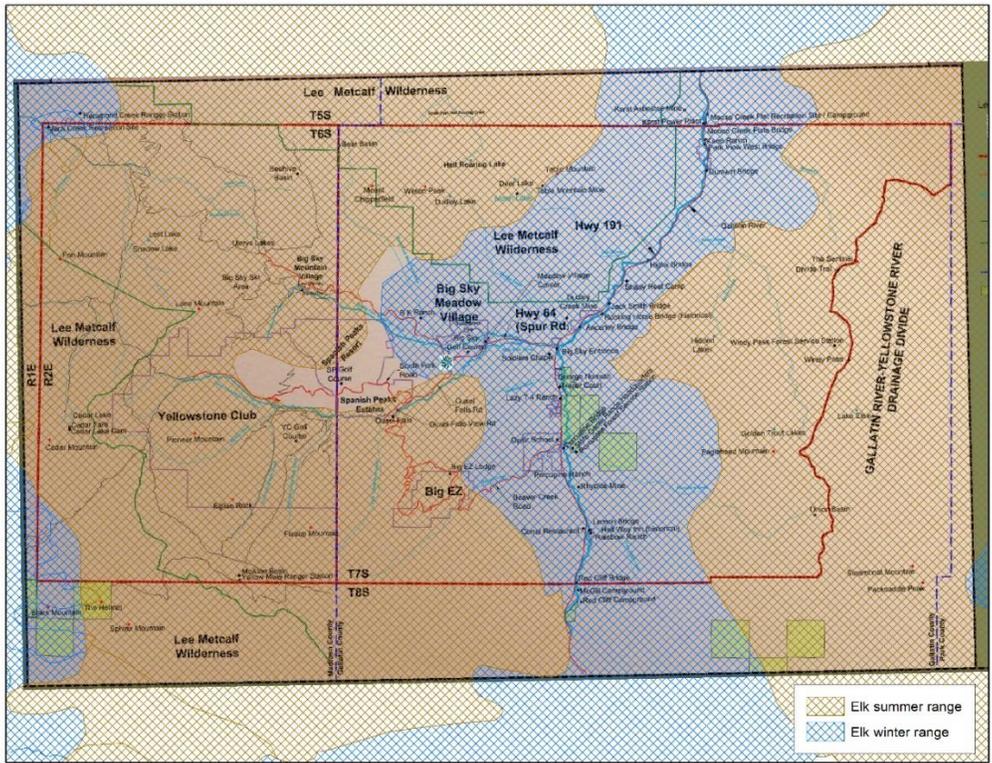
Having carried out similar work in northern Montana, Wyoming and in other states and countries, and also performed outreach to a range of public agency representatives and local officials under our FY21 award, our team is confident in its ability to compile and analyze multiple sources of information (wildlife, carcasses, transportation, and engineering)—from formally-collected data, citizen-science/local knowledge, and expert opinion—in order to develop a highly informative Wildlife and Transportation Conflict Assessment. Our primary hurdle is in messaging the goals and methodology of the study to area residents such that they understand our role of providing sound information. Because any potential solutions we may identify will only move forward with the support of communities and residents along US-191, we need to ensure that area community members understand study results will be implemented based upon the interest and goals of area residents.

A number of tasks remain. These include gathering new data on the possible barrier effect of approximately 45 culverts and other riparian structures along US-191 and Lone Mountain Trail, and also ensuring options for a wide range of residents and commuters to provide input. However, these are project activities rather than hurdles.

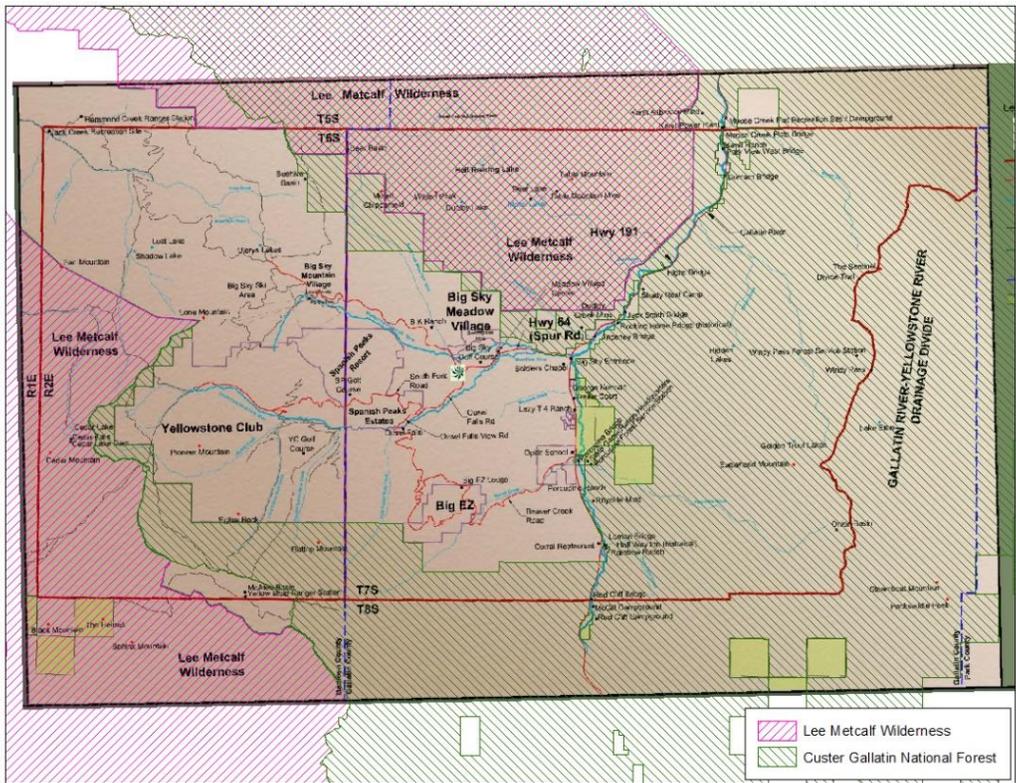
# Appendix: Maps



**Map B: US-191 Mile Markers and BSRAD Boundary**  
 Within BSRAD: mile makers 41.5-55.5 (approximately)



Map C: Elk Summer Range (yellow hatches) and Elk Summer Range (blue hatches)



Map D: Custer-Gallatin National Forest and Lee Metcalf Wilderness



## FY22 APPLICATION QUESTIONS BSCFB

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Community Food Bank (BSCFB)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much?

We left \$7,391.25 in our Spring Award for the Fall billing period. This was due to spending less than expected on salaries, thanks to efficiency of staff and volunteers. We also overestimated our need for food purchases. Additionally, due to delay in fiscal reporting, not all expenses were recorded by the grant closing in January. We plan to utilize all of the remaining funds from the Fall award to spend this Spring.

2. What changed between last year's projection and your actual total ask for this year?

We anticipated requesting \$65,800 in FY22 but have instead requested \$48,000. We've been able to build our budget around better information regarding the needs of our customers in the aftermath of COVID. We do not need to purchase as much food, or utilize quite as many staff hours as anticipated.

3. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?

No Increase in overall salaries within the budget. Staff was paid at a premium pay due to COVID-19 and that rate was kept as a market rate adjustment.

- a. If greater than a 5% increase, please explain.

The staff salaries and benefits for staff decreased by approximately 6,000 from FY20-21 to FY21-22. This is due to a slight decrease in projected hours to run the food bank and

a slight increase in allocations from HRDC. Additionally, we have been able to utilize volunteer service for many of our weekly operations.

- b. Please provide salary ranges and typical benefits for the following levels:

All staff receive life insurance, employer subsidized health insurance, and a 7% retirement match. CEO scale is \$110,744 to \$135,984, Director \$74,500 to \$105,000, Manager \$43,680 to \$68,557, and Coordinator \$37,440 to \$57,845.

4. What is your first priority as an organization this next year?

Our first priority is to provide free emergency food and social services to the Big Sky community.

- a. How do your requests help you specifically meet that priority?

Our request to underwrite a portion of the Food Bank's Emergency Food and Social Services budget ensures that Big Sky residents and workforce have access to free emergency food and social services. Funds allow us to maintain staffing, space, refrigeration equipment, transportation and ability to purchase and rescue food. Funds also allow us to develop appropriate and timely wraparound services to address underlying issues in household security.

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:

- a. June 7: Sarah Gaither Bivins, Jill Holder  
b. June 10: Jill Holder

## **Project Name:** Emergency Food and Social Services

### **Project Questions:**

1. Last year we increased your funding to help cover the additional staff to make curbside pickup possible. How are you shifting those staff this year to fill growing needs in the community?

We are building our social service partner capacity to provide enhanced wraparound services addressing underlying causes of hunger and insecurity in Big Sky. A portion of staff time will go toward maintaining and growing these partnerships and service offerings. We have added to our food rescue partnerships, ensuring that we are stocked with healthy, locally-sourced items. A portion of our staff hours will be maintaining the logistics and quality of this food network. We are maintaining our current number of service hours, being open 4 days per week, and are continuing to offer both curbside and home delivery for those customers who wish to utilize those services.

2. Please provide your Year over Year user numbers:

Our primary unit of measurement counts the number of emergency food boxes that we provide to customers each year. These totals are below -

FY 14: 923

FY 15: 1251

FY 16: 1554

FY 17: 1654

FY 18: 1609

FY 19: 1281

FY 20: 1420

FY 21: 1100 (estimate)

We serve an average of 650 unique individuals from 500 unique households, consisting of about 40 children and 20 senior citizens each year. Those additional year over year details can be made available by request.

3. Did you receive funds for this project from BSRAD in FY21? Yes

- a. If so, what percentage difference is this request in comparison to what you received FY21?

Our request is a 27% decrease.

- b. Why the difference?

We offer services to meet the needs in the community. Last year we anticipated the need of more open hours to socially distance customers, more staff time in lieu of volunteers, and an increased need in food purchases. All of these factors were true for 20-21. We have now brought volunteers back into the store, we continue to partner with local grocers and restaurants to provide food for our customers and there is a greater awareness in our community that we hope will continue to generate donations. Our goal is to have a three part approach to our funding. One third of our funding comes from three distinct areas; 1) local donations & fundraisers, 2) Foundations and grants, and 3) Big Sky Resort Tax.

4. What hurdles exist in achieving the outcomes of your project?

Transportation is currently a hurdle, as our Food Bank van was stolen out of our parking lot May 22nd. We are also looking for donations to complete the renovation of our conference room/shared use customer space; items such as conference room table, desks, computer, washer/dryer.



## FY22 APPLICATION QUESTIONS GVSA

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Gallatin Valley Snowmobile Association (GVSA)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?  
No
  - a. If yes, how much?
2. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?  
4.5%
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:  
Groomer Operators \$23-24/hr, no benefits
3. What is your first priority as an organization this next year?  
Provide grooming for the snowmobile trails in the Bozeman and Big Sky areas, with the Buck Ridge trail receiving the most attention.
  - a. How do your requests help you specifically meet that priority?  
It makes Buck Ridge trail the best maintained trail in our system.
4. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Bryan Capdeville
  - b. June 10: Bryan Capdeville

## **Project Name:** Buck Ridge/Doe Creek Snowmobile Trail Additional (2) Weekly Grooming

### **Project Questions:**

1. Please provide year over year trail visit numbers:

5 year moving average – 18325

FY20 count – 20889

FY21 count - 23396

2. Did you receive funds for this project from BSRAD in FY21? **Yes**
  - a. If so, what percentage difference is this request in comparison to what you received FY21?

Requested in FY21 - \$28,000

Received in FY21 - \$23,100

Request for FY22 - \$27,000

This is a 17% increase compared to funds received in FY21. This is not an accurate representation though.

Our typical request is \$25,000. Last year due to the split grant cycle, most of the Spring grant funds (which can only be used in December) went unused and we ran out of funds for the Fall grant (Jan – Mar grooming).

- b. Why the difference?

We are requesting \$27,000 instead of our usual \$25,000 due to expected increased operating costs (wages, fuel).

3. What hurdles exist in achieving the outcomes of your project?

We have not yet received confirmation regarding Montana FWP grant funds but do not expect any problems. As always weather conditions and snow levels have a large impact on our ability to groom.



## FY22 APPLICATION QUESTIONS BSTRPD

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky Trails, Recreation, and Parks District (BSTRPD)

#### Sponsor Questions:

1. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?
  - a. If greater than a 5% increase, please explain.
  - b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

Answer: BSTRPD has no paid staff. BSTRPD is requesting funds for legal assistance to update the Interlocal Agreement between BSTRPD and Gallatin and Madison Counties. The current Interlocal Agreement will expire in February 2022. BSTRPD is also requesting funding for a consultant that can market and communicate the future funding alternatives for operating Big Sky's parks and trails, which are currently maintained by the Big Sky Community Organization with funding supplied by BSRAD.

2. What is your first priority as an organization this next year?
  - a. How do your requests help you specifically meet that priority?

Answer: The first priority of the BSTRPD is to extend the Interlocal Agreement with Gallatin and Madison Counties. The funds requested will provide BSTRPD with the legal guidance necessary to accomplish this task.

3. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: Al Malinowski
  - b. June 10: Al Malinowski

## **Project Name: BSTRPD FY22**

### **Project Questions:**

1. Are you in coordination with BSCO Parks and Trails maintenance?

Answer: Yes, BSTRPD is coordinating with BSCO. Both Adam Johnson and Whitney Montgomery have participated in recent discussions at BSTRPD meetings regarding the advantages of restructuring the control of Big Sky parks and trails. One of the most significant immediate advantages of the restructure is a substantial savings in liability insurance expense.

2. What hurdles exist in achieving the outcomes of your project?

Answer: There are two primary hurdles to overcome. First, the Interlocal Agreement needs to be extended. While extending the Interlocal Agreement, certain language requires modification to permit the District to levy either a tax or assessment. The second hurdle is for the consultant to provide a forum in which the Big Sky community can determine whether to implement the use of a tax or assessment to complement the use of BSRAD funds to maintain and operate parks and trails in Big Sky.



## FY22 APPLICATION QUESTIONS MLR

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: The Montana Land Reliance (MLR)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?

*MLR does not anticipate having any unspent funds for FY21.*

- a. If yes, how much?

2. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?

*The increase averages around 3% (depend upon the Social Security Administration's cost of living increase for the year)*

- 3.

- a. If greater than a 5% increase, please explain. N/A
- b. Please provide salary ranges and typical benefits for the following levels:

*Executive, VP/Director, Manager, and Assistant/Coordinator:*

*Managing Directors: \$99,211 - \$84,788*

*Managers (regional, stewardship, etc.): \$92,804 - \$61,680*

*Administrative staff: \$58,997 - \$43,020*

*Benefits for all full-time employees (in addition to vacation/sick leave) include retirement (12% of base salary) and \$5,400 health reimburse on an annual basis. Employee may also participate in the 401 plan and cafeteria plan (medical and dependent care).*

4. What is your first priority as an organization this next year?

*MLR's number one priority each year is to conserve more acres of agricultural lands, fish and wildlife habitat, and open space in Montana. This priority's success is measured in the acres of each of the above categories conserved each year.*

- a. How do your requests help you specifically meet that priority?

*MLR's Big Sky office is focused on protecting wildlife habitat and open space in the Resort Tax boundary.*

5. Please provide the names of the individuals that will be representing your organization at the Review Meetings:

- a. June 7: *Jessie Wiese*
- b. June 10: *Jessie Wiese*

## **Project Name: Big Sky Land Conservation**

### **Project Questions:**

6. Could more land easements be a deliverable with this project?

*Additional conservation easements are a deliverable of MLR's request to Resort Tax. The pace of each of those conservation easements closing is dependent on the details and complexity of the conservation easement. Some conservation easements will take one year to complete, some can take more than five years to complete.*

7. How many acres of easements have you procured in the last 5 years?

*MLR has procured 209,353 acres in total in Montana and 3,906 acres in the Big Sky Resort Tax boundary in the last five years.*

8. The project summary (community messaging) provided in the application was not descriptive of the project. Please provide a brief (1-2 sentence) description of this project and community outcomes:

*The Montana Land Reliance's request will increase the pace and rate of permanent land conservation in Big Sky.*

9. What costs are specifically increasing which is causing you to request a higher \$ amount from BSRAD?

*MLR's Big Sky office has seen an increase in the price of rent in the last 12 months. MLR has also experienced an increase in the costs of some of the contracted work that is necessary for conservation easements to close. Lastly, MLR accounts for cost of living increases for staff salary each year.*

10. Did you receive funds for this project from BSRAD in FY21?
- a. If so, what percentage difference is this request in comparison to what you received FY21?

*MLR received partial funding from Resort Tax in FY21 for a total of \$17,500.*

- b. Why the difference?

*There is no difference in the total amount requested.*

11. What hurdles exist in achieving the outcomes of your project?

*Landowners that want to conserve their land are the requirement for MLR to complete its work to increase the pace and rate of permanent land conservation in Big Sky. If willing landowners failed to exist, MLR would be still be monitoring all of the completed MLR conservation easements in the community since they are perpetual conservation easements, but would not be completing new conservation easements. BSRAD's support of MLR helps the staff communicate to their clients about conservation easements and bring in new conservation easement projects.*



## FY22 APPLICATION QUESTIONS SNO

### Instructions:

- Please provide direct responses to the questions provided below.
  - Keep responses brief and no longer than 1 paragraph.
- Responses are due back via email to the District by End of Day (EOD) on Tuesday, June 1<sup>st</sup>.
  - Please contact us if you require clarification on any questions.

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### Sponsoring Organization: Big Sky SNO Inc. (SNO)

#### Sponsor Questions:

1. Do you anticipate having any unspent FY21 funds?
  - a. If yes, how much?

YES. \$1080 IS THE ESTIMATED UNSPENT FUNDING.

2. What is the percent increase of payroll and benefits and/or contractor fees if your staff is paid through contracts between FY21 and requesting year FY22?

THERE ARE NO CONTRACTUAL AGREEMENTS OR PAYROLL.

- a. If greater than a 5% increase, please explain.

NA

- b. Please provide salary ranges and typical benefits for the following levels: Executive, VP/Director, Manager, and Assistant/Coordinator:

NA

3. What is your first priority as an organization this next year?

TO CONTINUE DEVELOPING PLANS AND EXECUTING PROJECTS THAT PRESERVE AND PROTECT THE BIG SKY COMMUNITY BY ADVANCING SUSTAINABILITY AND ENVIRONMENTAL INITIATIVES.

- a. How do your requests help you specifically meet that priority?

THE BSRAD FUNDING COVERS THE COST TO COLLECT AND TRANSPORT TO PROCESSING RECYCLABLE AND COMPOSTABLE MATERIALS. THIS PROJECT IS A COMPONENT IN CREATING A ZERO LANDFILL CONTRIBUTING COMMUNITY.

4. Please provide the names of the individuals that will be representing your organization at the Review Meetings:
  - a. June 7: BLAIR MOHN, ANIA BULIS, MARNE HAYES
  - b. June 10: BLAIR MOHN, ANIA BULIS, MARNE HAYES

**Project Name:** Recycling/Compost Service

**Project Questions:**

1. Do you have plans to address recycling in HOA's? YES, WE HAVE A COMMITTEE FOCUSED ON ADDRESSING HOA'S AND SHORT TERM RENTALS.
2. Are the composting bins "working"? i.e., are people using them and they are maintainable?

YES THE BINS ARE BEING USED. GIVEN THEY ARE LOCATED IN HIGH FOOT TRAFFIC AREAS THAT SEE LITTLE WINTER FOOT TRAFFIC, WE SAW 7 MONTHS OF LIGHT. USE. HOWEVER, WITH RENEWED USE OF THE BASEBALL FIELDS AND TOWN CENTER STROLLING, USE WILL PEAK DURING THE SUMMER

3. Did you receive funds for this project from BSRAD in FY21?
  - a. If so, what percentage difference is this request in comparison to what you received FY21?

NONE. THE REQUESTED AMOUNT IS UNCHANGED.

- b. Why the NO difference?

THE ABSENCE OF A DIFFERENCE IS DUE TO REDUCED COSTS OVER THE WINTER WHEN BIN USAGE WAS REDUCED AND WE EXPERIENCED LOWER THAN PROJECTED COSTS PLUS THE LACK OF A FULL YEAR'S OPERATING DATA TO REFINE PROJECTIONS.

4. What hurdles exist in achieving the outcomes of your project? NONE

**Project Application Scoring System**

Updated 3.30.21

| Criteria                 | Points Available | Focus         | Project/Sponsor | Description  | Scoring  | Example   | Score Obtained From FY22 |
|--------------------------|------------------|---------------|-----------------|--|--|---|--------------------------|
| Community Participation  | 5                | Collaboration | Sponsor         | Does the project sponsor have active community participation, such as volunteers, in demand program participation, well attended events, local                     | 0 = No Evidence of Participation               | The sponsor of the sidewalk project has an active base of 500 volunteers, sold out programs, well attended events, and hundreds of local donors.<br><b>Scoring 5 points</b>                 | Sponsor LOI              |
|                          |                  |               |                 |  | 3 = Some Evidence of Participation             |   |                          |
|                          |                  |               |                 |  | 5 = High Participation                         |   |                          |
| Financial Sustainability | 10               | Collaboration | Sponsor         | How financially reliant is the sponsor organization on Resort Tax as a revenue source?   | 0 = 67-100% of overall revenue from RT         | The sponsor of the sidewalk project has a total revenue stream of \$1,000 annually, \$600 of which comes from Resort Tax.<br><b>Scoring 5 points</b>  | Sponsor LOI              |
|                          |                  |               |                 |  | 5 = 34-66% of overall revenue from RT          |   |                          |
|                          |                  |               |                 |  | 10 = 0-33% of overall revenue from RT          |   |                          |
| Track Record             | 5                | Efficiency    | Sponsor         | Sponsor organization consistently achieves the measurable goals outlined in their project applications.  | 0 = Rarely achieves goals                      | The sponsor of the sidewalk project achieved all 3 measurable goals outlined in last years application, including completing the project as projected.<br><b>Scoring 5 points</b>           | Sponsor LOI              |
|                          |                  |               |                 |  | 3 = Sometimes achieves goals                   |   |                          |
|                          |                  |               |                 |  | 5 = Regularly achieves goals                   |   |                          |
| Contract Compliance      | 5                | Efficiency    | Sponsor         | Sponsor organization consistently adheres to terms outlined in the contract (accurate and timely payment requests, timely responses to requests from the District, | 0 = Needs significant improvement              | The sponsor of the sidewalk project has demonstrated through past projects that significant improvement is needed for compliance with contracts.<br><b>Scoring 0 points</b>                 | Internal                 |
|                          |                  |               |                 |  | 3 = Minimal areas for improvement              |   |                          |
|                          |                  |               |                 |  | 5 = No improvement needed                      |   |                          |
| Matching Funds           | 10               | Collaboration | Project         | Does your project match funds from other sources beyond Resort Tax?  | 0 = Less than 1:1 or no matching funds         | The sidewalk project is requesting \$100 from Resort Tax, but has received \$200 from the County. Therefore it has a 1:2 match ratio.<br><b>Scoring 7 points</b>                            | Project Application      |
|                          |                  |               |                 |  | 4 = 1:1  |   |                          |
|                          |                  |               |                 |  | 7 = 1:2  |   |                          |
|                          |                  |               |                 |  | 10 = 1:3 or greater                            |   |                          |
| Quality of Proposal      | 10               | Efficiency    | Project         | Project timeline, budget, research, and summary are well articulated and necessary.  | 0 = Minimal project detail provided            | The sidewalk project proposal articulated a well thought out project timeline, but was missing a budget.<br><b>Scoring 5 points</b>   | Project Application      |
|                          |                  |               |                 |  | 5 = Moderate project detail provided           |   |                          |
|                          |                  |               |                 |  | 10 = Very detailed proposal                    |   |                          |
| Partnerships             | 5                | Collaboration | Project         | Does your project demonstrate cross organizational collaboration?  | 0 = 0 Partners                                 | The sidewalk project will happen as a result of Organization X (Sponsoring Organization) and Organization Y collaborating to complete construction of sidewalks.<br><b>Scoring 5 points</b> | Project Application      |
|                          |                  |               |                 |  | 5 = 1+ Partners                                |   |                          |
| Core Operations Ratio    | 5                | Efficiency    | Project         | How financially reliant is the project on Resort Tax to cover core operations (payroll, benefits, rent, and mortgage)?   | 0 = 67-100% of daily operations funded from RT | The sidewalk project anticipates Resort Tax fully funding all wages, rent, and utilities affiliated with this project.<br><b>Scoring 0 points</b>   | Project Application      |
|                          |                  |               |                 |  | 5 = 34-66% of daily operations funded from RT  |   |                          |
|                          |                  |               |                 |  | 10 = 0-33% of daily operations funded from RT  |   |                          |
| Demonstrated Need        | 10               | Efficiency    | Project         | Projects supports communities within Big Sky that have demonstrated need.  | 0 = No   | The sidewalk project included multilingual signs.<br><b>Scoring 5 points</b>  | Project Application      |
|                          |                  |               |                 |  | 5 = Yes  |   |                          |
| Forecasting Accuracy     | 5                | Planning      | Project         | Has the project been forecasted and communicated to Resort Tax in advance of application?  | 0 = No   | The sidewalk project sponsor contacted the District last year to communicate an intended request of \$100 this year.<br><b>Scoring 5 points</b>   | Project Application      |
|                          |                  |               |                 |  | 5 = Yes  |   |                          |

| Criteria                             | Points Available | Focus    | Project/Sponsor | Description   | Scoring  | Example   | Score Obtained From FY22 |
|--------------------------------------|------------------|----------|-----------------|---|--|---|--------------------------|
| Articulates Long-Term Vision         | 10               | Planning | Project         | Project is consistent with an articulated critical path to achieve long-term goals and the project deliverable(s) will benefit the community beyond a 1-year life span. | 0 = 1 year project with no vision to achieve long-term goals                                     | The sidewalk will have a life span of 20 years and is phase 3 of 5 Organization X's capital improvement plan.<br><b>Scoring 10 points</b>   | Project Application      |
|                                      |                  |          |                 |   | 5 = Project deliverable lasts multiples years, but does not achieve long-term goals              |   |                          |
|                                      |                  |          |                 |   | 10 = Project deliverable lasts multiples years and articulates critical path for long-term goals |   |                          |
| Finacial Sustainability of Project   | 10               | Planning | Project         | Project has sustainable long-term source of funds beyond resort tax.  | 0 = No   | The sidewalk project intends to utilize Rural Improvement District dollars to support the long term maintenance of the sidewalk.<br><b>Scoring 10 points</b>  | Project Application      |
|                                      |                  |          |                 |   | 10 = Yes   |   |                          |
| Consistent with Community Strategies | 10               | Planning | Project         | How well does the project align with the strategies outlined in the "Our Big Sky" community plan?   | 0 =Not consistent with strategies  | The sidewalk project expands pathways & trails, improves pedestrian and cyclist safety, protects & conserves waterways with curbs & storm drains, increases transportation options to serve recreation, sidewalk connects to trailheads & therefore preserves and enhances public access to public lands & waterways.<br><b>Scoring 10 points</b> | Project Application      |
|                                      |                  |          |                 |   | 5 = Moderately consistent with strategies  |   |                          |
|                                      |                  |          |                 |   | 10 = Very consistent with strategies   |   |                          |
| <b>TOTAL:</b>                        | <b>100</b>       |          |                 |   |  | <b>Scoring 77 points total</b>  |                          |

**Scoring Focus**

|               |    |
|---------------|----|
| Collaboration | 30 |
| Efficiency    | 35 |
| Planning      | 35 |