

**BIG SKY RESORT AREA DISTRICT  
11 LONE PEAK DRIVE NO. 204  
BIG SKY, MONTANA**

**MINUTES OF THE BOARD OF DIRECTORS WORK SESSION MEETING  
JULY 16, 2024, 8:00 A.M.**

**MEMBERS:**

Sarah Blechta	Chair
Kevin Germain	Director
Grace Young	Secretary and Treasurer
John Zirkle	Director
Ashley Wilson	Director

**GUESTS:**

Daniel Bierschwale	Executive Director, BSRAD
Jenny Muscat	Deputy Director, BSRAD
Kristin Drain	Finance and Compliance Manager, BSRAD
Tammy Estensen BSRAD	Communications and Community Engagement Manager BSRAD
Jackie Haines	Director of Economic and Strategic Development
Kim Beatty	BSRAD Attorney
Patrick Smoral	Financial Analyst, Yellowstone Club
Marie Goode	Board Member, Morningstar Learning Center
Mariel Butan	Morningstar Learning Center
Stephanie Kissell	Morningstar Learning Center
Ben Holst	Morningstar Learning Center
Vanessa Tracey	

Minutes prepared by Enza Apa of Minutes Solutions Inc. from a recording.

**1. ROLL CALL**

There being a quorum present, and adequate and proper notice having been given, the meeting was called to order at 8:00 a.m.

**2. MORNINGSTAR LEARNING CENTER PRESENTATION AND BACKGROUND**

Mariel Butan gave a presentation about the Morningstar Learning Centre (MLC) and the different financial models they are exploring as they work towards sustainability. Mariel Butan spoke about the increase in daily rates and payroll over the last seven to eight years, its organizational structure, how the organization was impacted by COVID, and how the Big Sky Relief Funding directly impacted the 55% payroll increase. The MLC's goal is to make its enrollment model work for both families and teachers.

MLC shared regional comparisons on cost of care across the state. The Board suggested better regional comparisons with more details on revenue sources and expenses would be helpful and that federally funded programs, including HRDC Head Start, may be more willing to share their financial statements with MLC.

**3. FINANCIAL OVERVIEW**

Patrick Smoral created a financial model to help MLC take their current year budget and look five years forward to understand what changes, including optimizing classroom sizes or opening a new center, would mean for the organization.

**4. NEW FACILITY**

MLC considered three different facility options but decided that the LMLC Firelight property would be the best choice as it would allow for a much larger facility for multiple providers. The preliminary estimated cost for the LMLC Firelight property would be \$13 million.

Daniel Bierschwale stated they are currently in the process of evaluating all projects in the Capital Improvement Plan (CIP) and that discussions on the MLC's new facility should be brought to the CIP committee. The Board recommended that MLC gather more information on the proposed new facility including who would own the building and potential partnerships or collaborators that could help bring this project forward.

**5. NEXT STEPS**

*ACTION – MLC will obtain P&L statements from other providers and work with Patrick Smoral to incorporate the regional comparisons in its financial modelling.*

*ACTION – MLC will share their presentation slides with BSRAD's CIP subcommittee and will gather more information on the proposed new facility project.*

**6. ADJOURNMENT**

The meeting closed at approximately 9:00 a.m.

**DISCLAIMER**

The above minutes should be used as a summary of the motions passed and issues discussed at the meeting. This document shall not be considered a verbatim copy of every word spoken at the meeting.

Respectfully submitted

*Grace Young*

Grace Young (Aug 15, 2024 10:30 MDT)

Grace Young, Secretary & Treasurer

# 07.16.24 Work Session Minutes

Final Audit Report

2024-08-15

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