



Big Sky Resort Area District

11 Lone Peak Drive #204

PO Box 160661

Big Sky, MT 59716

www.resorttax.org

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406.995.3234

Special Board Meeting Agenda

October 1, 2024 | 12:00 pm

October's Special Board meeting will be held on Tuesday, October 1 at 12:00 pm

at the Resort Tax office (11 Lone Peak Drive, Suite #204) and through Zoom.

Join this meeting here: <https://us02web.zoom.us/j/83049793751?pwd=SXaMm4AM8QB4jDFxax1mGoOkFzIEk4.1>

I. Open Meeting

- A. Roll Call — 12:00 pm
- B. Public Comment
- C. Consent Agenda: *Action* — 12:05 pm
 - 1. Approval of Minutes: July 10, 2024; August 14, 2024
- D. Regular Agenda
 - 1. Old Business
 - a. Vacant Seat Appointment: Action — 12:10 pm
- E. Public Comment — 12:55 pm

II. Adjourn

- III. Closed Session – Litigation Strategy — 1:00 pm

BSRAD BOARD & STAFF: Kevin Germain, Chair | Sarah Blechta, Vice Chair | Grace Young, Secretary & Treasurer | John Zirkle, Director | Daniel Bierschwale, Executive Director | Jenny Christensen, Deputy Director | Kristin Drain, Finance & Compliance Manager | Tpmmy Estensen, Communications & Community Engagement Manager | Jackie Haines, Director of Economic & Strategic Development

** All Board Meetings are recorded. Please visit resorttax.org for more information.*

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

**MINUTES OF THE BOARD OF DIRECTORS MEETING
JULY 10, 2024, 9:00 A.M.**

BOARD MEMBERS AND STAFF:

Sarah Blechta	Chair
Kevin Germain	Director
Grace Young	Secretary and Treasurer
John Zirkle	Director
Ashley Wilson	Director
Daniel Bierschwale	Executive Director
Jenny Muscat	Deputy Director
Tammy Estensen	Communications and Community Engagement
Jackie Haines	Director of Economic and Strategic Development
Kristin Drain	Finance and Compliance Manager
Kim Beatty	BSRAD Attorney (via teleconference)

Minutes prepared by Jolene de Jager of Minutes Solutions Inc. from a recording

1. CLOSED MEETING

The following topics were discussed:

- Litigation Strategy
- Confidential Employee Reviews

2. ROLL CALL

There being a quorum present, and adequate and proper notice of the meeting having been given, the open meeting was called to order at 9:48 a.m.

3. PUBLIC COMMENT

Ashley Wilson announced she will be moving back to Michigan. She plans to remain on the Board to assist with the transition. The Board expressed gratitude and noted that both the community and BSCO will miss her.

4. CONSENT AGENDA

On a motion made by Kevin Germain, seconded by Grace Young, it was resolved to approve the consent agenda, excluding the May 8, 2024, minutes. Motion carried.

The Board pointed out a missing motion in the May 8, 2024, minutes, and it was noted that a new company, Minutes Solutions, is being used to generate minutes due to Sara Hegers departure and the decision not to refill her position.

5. REGULAR AGENDA

5.1 Old Business

5.1.1 Resolution 2024-03R

On a motion made by John Zirkle, seconded by Ashley Wilson, it was resolved to approve Resolution 2024-03R as presented. Motion carried.

5.1.2 Gallatin Canyon Water and Sewer Pipeline Feasibility Determination

On a motion made by John Zirkle, seconded by Ashley Wilson, it was resolved to accept the Gallatin Canyon Water and Sewer Pipeline Feasibility Determination. Motion carried.

The project feasibility is evaluated based on three fundamental aspects: discharge feasibility, logistical feasibility, and economic feasibility. The discharge feasibility is supported by a Department of Environmental Quality DEQ letter, and the acquisition of a key property and cooperation with the Forest Service MDT improves the logistical feasibility. The primary concern is economic feasibility, particularly the cost of the Highway 64 corridor element, which has doubled from the original \$12 million estimate. This portion of the project is under the jurisdiction of the Big Sky County Water and Sewer District, which must assess the cost-benefit for its user base. The project plans to use groundwater discharge as the primary method and land application reuse as a secondary method. There is no intention for direct discharge.

A letter summarizing the project deems it feasible and outlines two potential options for moving forward: A "go it alone" solution and a "co-solution." The "go it alone" option is considered if navigating the Highway 64 corridor becomes problematic. However, the "co-solution" is preferred for its community-wide benefits, including discharge disposal capacity and operational advantages. The rationale for pursuing groundwater discharge was questioned, and it was clarified that it helps with aquifer recharge and nutrient removal, offering environmental benefits over direct river discharge. Despite logistical hurdles, this approach is seen as the right choice for the community.

Johnny O'Connor, the executive director of Big Sky Water Service, discussed the importance of water sustainability and the potential for growth in the reuse application sector. He expressed optimism about the project's future despite existing challenges. The Board was asked to accept the feasibility determination and pass the project to the CIP committee for further integration into the broader context.

5.1.3 Microgrant Application – Safety Events Trailer

On a motion made by Kevin Germain, seconded by Ashley Wilson, it was resolved to approve the Microgrant Application for the safety events trailer. Motion carried.

Sgt. Daniel Haydon explained that the trailer, measuring approximately seven by 14 feet, is intended to be filled with cones, barricades, and signs to facilitate evacuation routes, close off subdivisions, and shuttle people in the right direction during significant events like qualifiers or evacuations. In addition to emergency purposes, the trailer will be used at public events to promote a notification app via QR codes, encouraging people to opt into the system for better preparedness. It was clarified that the primary purpose of the trailer is not for entertainment events but for emergencies such as road closures due to fatal accidents, wildfires, or earthquakes.

The notification application Everbridge allows users to opt in at different levels and set specific addresses for alerts. It provides notifications for various emergencies, including weather conditions and incidents near the user's house. The public's immediate interest in downloading the app was noted, and the communication strategy for integrating this project is appreciated for its critical importance. Sgt. Daniel Haydon clarified misconceptions about emergency evacuation plans, explaining that there is a simple, adaptable plan for various events like

floods and wildfires, and stressed the importance of community awareness as fire season approaches.

5.2 New Business

5.2.1 Officer Elections

On a motion made by Kevin Germain, seconded by Grace Young, it was resolved to schedule a work session for the committees and officers. Motion carried.

The Board decided to postpone officer elections to a future meeting to allow for a comprehensive working session to align committees, bylaws, and officer roles and ensure they are appropriately structured.

5.2.2 Annual Budget Cycle Updates

The Board discussed annual budget cycle updates, highlighting the importance of feedback from the community and the timing of the grant cycle. One of the significant challenges identified is the short time frame for new board members elected in May to get up to speed and review all the grants, which previously had a more extended period when elections were held in November. Feedback from the public indicated that the budgeting process, although awkward initially, was influential in focusing budgets for impact areas. The fiscal year runs from July 1 through June 30, with most grants being extended in the fourth quarter.

The Organization faces challenges in managing cash flow, especially towards the fiscal year-end. The Board is considering transitioning from a grant-making organization to one that also focuses on financing and debt service to fund larger projects. A proposal was on the table to move the budgeting process from November to August and open the application cycle in the fall. This change aims to provide actual dollar amounts for projects and improve cash management. The proposed changes seem beneficial as they would reduce confusion regarding percentages and improve the overall understanding of the budgeting and application process. A survey is planned to collect insights and ensure that the shift benefits the majority while addressing the concerns of those negatively affected.

Mariel Butan of the Morningstar Learning Center (MLC) commented on the challenges faced during the budgeting process for resort tax allocation, highlighting the issue of starting the process early in the fiscal year. She suggested that a July start for applications may be unnecessarily early, proposing that a later start could be more appropriate. She also raised concerns about how transitioning to a different first year could affect application scores, particularly in terms of forecasting and funding requests.

5.2.3 CIP Questions

The group discussed the update of the Capital Improvement Plan (CIP) including the addition of Madison County from the previous version and the removal of projects that are not ready for implementation within the next three years. The team has hired bond counsel from Dorsey Whitney to assist in creating a financing matrix that includes 30 different financial tools, ensuring that appropriate tools are used for the selected projects. The CIP subcommittee is tasked with proposing a structure for discussing and deciding on CIP projects and identifying legislative opportunities for Big Sky in the 2025 session. The team is preparing to solicit feedback from organizations by moving the CIP questions into a digital format to gather responses and refine the plan. It was noted that the CIP should be a live, guiding document for the Board, highlighting the significance of continuous updates.

5.2.4 Wellness District Coalition Funding

On a motion made by Kevin Germain, seconded by Grace Young, it was resolved to approve the Wellness District Coalition Funding increase of \$75,000 as requested. Motion carried.

An overview of the coalition's budget mentioned that \$75,000 was initially committed to the effort, with significant portions spent on communication and legal fees. The coalition is now seeking to double this amount due to faster-than-expected expenditure. A Freedom of Information Act (FOIA) request has been outstanding for five months, aimed at obtaining information from the hospital district and the county. The coalition emphasizes the importance of funding for addressing behavioral health challenges and improving critical services within the community. The inefficiency of the current \$1.7 million annual expenditure on a hospital that serves no patients from the community was highlighted.

6. PUBLIC COMMENT

A question was directed to Al Malinowski, an audience member, inquiring about the transition of the post office from a contract station to a federal post office. A Board member expressed a desire to collaborate with Al Malinowski and the chamber on organizing a ribbon cutting ceremony to celebrate a significant achievement led by Al Malinowski for the community. It was noted that although the ideal scenario would have been to celebrate on the opening day, the plan is to have a soft opening and then organize a formal celebration shortly thereafter. Al Malinowski encouraged community members to either visit the new facility upon its opening or apply online to be on the waiting list for a new field.

7. ADJOURNMENT

On a motion duly made and carried, it was agreed that there was no further business to transact; the meeting closed at 10:40 a.m.

GUESTS:

Whitney Montgomery	Coordinating Council of Big Sky and BSCO
Johnny O'Connor	Big Sky County Water and Sewer District
Ron Edwards	Big Sky County Water and Sewer District
Sgt. Daniel Haydon	Gallatin County Sheriff's Office
Mariel Butan	Morningstar Learning Center
Anna Johnson	Lone Mountain Land Company
Laurenz Busch	Bozeman Daily Chronicle
John Bowersox	Lone Mountain Land Company
Al Malinowski	Community Member
Laynee Jones	Community Member
Katie Grice	Wellness in Action

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, Secretary and Treasurer

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

**MINUTES OF THE BOARD OF DIRECTORS MEETING
AUGUST 14, 2024, 9:00 A.M.**

BOARD MEMBERS AND STAFF:

Sarah Blechta	Chair
Kevin Germain	Director
Grace Young	Secretary and Treasurer
John Zirkle	Director
Ashley Wilson	Director (via teleconference)
Daniel Bierschwale	Executive Director
Jenny Muscat	Deputy Director
Jackie Haines	Director of Economic and Strategic Development
Kristin Drain	Finance and Compliance Manager
Tammy Estensen	Communications and Community Engagement Manager
Kim Beatty	BSRAD Attorney

Minutes prepared by Jolene de Jager of Minutes Solutions Inc. from a recording

1. ROLL CALL

There being a quorum present, and adequate and proper notice having been given, the open meeting was called to order at 9:00 a.m.

2. PUBLIC COMMENT

Mariel Butan from Morningstar Learning Center introduced herself. She announced a CCBS convening event scheduled for Monday, August 19, 2024, from 3:30 p.m. to 5:00 p.m. at BASE, which is intended for individuals working with or serving on the board of strategy area organizations. The event will include representatives from various organizations such as Morningstar, Discovery, the Arts Council, and the library, among others. The aim is to gather feedback on strategy area canvases to share with the Board.

3. CONSENT AGENDA

On a motion made by Kevin Germain, seconded by Grace Young, it was resolved to approve the consent agenda as amended. Motion carried.

4. REGULAR AGENDA

4.1 Old Business

4.1.1 Subcommittee Appointments

On a motion made by Kevin Germain, seconded by Grace Young, it was resolved to approve the subcommittee appointments as presented. Motion carried.

The Board packet included a list of previous committees, and the Board proposed new subcommittees aligned with the roadmap and upcoming work plan. The Roadmap Coordination Team will guide the interconnectivity and prioritization of roadmap initiatives, with

both Board and staff members involved. This subcommittee will focus on the ongoing implementation of the Big Sky Capital Improvement Plan (CIP) through project vetting and financial tools. Other subcommittees include Elevate Big Sky, Grants, Incorporation Exploration, Legislative Action, Properties and Facilities, Wellness District, the 191/64 Optimization Plan, and Elections and Ballot Issues, each with specific responsibilities and Board and staff representation. The Board emphasized the importance of coordination and project management to optimize the efforts of the various subcommittees.

It was noted that Jenny Muscat will manage action items, milestones, and tasks and incorporate them into the operating plan within 24 hours after receiving meeting briefs. These updates will be reviewed weekly and Jenny Muscat will send a report to the Board detailing the initiatives for the next one to four weeks. The Board will have access to a read-only copy of the operating plan, ensuring a single source of truth for the operating plan and structured committee reports. The Board agenda will now include only those committees that require action or have substantive updates, as opposed to listing all committees regardless of activity. This change aims to streamline the agenda by excluding inactive committees, such as those related to the 1% or 3% ballot initiatives, which will not be reported until later in the year. The Board highlighted that Jenny Muscat has been awarded the title "Spirit of Big Sky" by the Chamber of Commerce.

4.1.2 Officer Elections

On a motion made by Sarah Blechta, seconded by John Zirkle, it was resolved to appoint Kevin Germain as Chair of the Board and Grace Young as the Secretary and Treasurer. Motion carried.

On a motion made by John Zirkle, seconded by Kevin Germain, it was resolved to appoint Sarah Blechta as Vice Chair of the Board. Motion carried.

The roles and duties of officers were discussed, emphasizing the importance of succession planning and utilizing everyone's skill sets effectively. It was suggested that the vice chair should act more like a chief operating officer, working closely with staff and being groomed to become the chair eventually. The group discussed updating bylaws, including term limits, responsibilities, and incapacitation clauses, with a commitment to revisit these issues in a future meeting.

4.1.3 Subcommittee Reports

On a motion made by Sarah Blechta, seconded by Grace Young, it was resolved to approve the CIP Project Vetting Timeline as proposed. Motion carried.

The CIP Committee has been actively engaged over the past two years, mainly since the Tischler Bice group conducted an environmental scan for the capital improvement plan in Big Sky, updating an earlier plan initiated by the Gallatin Canyon zoning group. The community has faced significant challenges due to a 54% growth over the last decade, reflected in lodging tax, resort tax, and property taxes. The Tischler Bice group conducted interviews over a year, culminating in a plan adopted by the BSRAD Board and county commissions last fall. The plan, initially estimated at \$750 million, is being refined to focus on actionable projects. Efforts are underway to refine the capital improvement plan, with many projects initially slated for this year being reassessed for feasibility. The CIP Committee is working to create a meaningful and actionable plan with a focus on shovel-ready projects. The questionnaire sent to entities aims to gather information about potential projects within the next three years.

The following steps included reviewing the questionnaire results at the September 11, 2024, Board meeting and taking Board action at the October 9, 2024, Joint County Commission BSRAD Board meeting. The goal is to develop a financing stack and path forward for selected projects, with final recommendations expected at the November 13, 2024, Board meeting. The process aims to balance grant-making with financing more significant infrastructure investments. The community faces challenges related to infrastructure, including traffic, water, wastewater, housing, and childcare. The CIP and Elections Committee will work together to address these issues, with the CIP vetting process concluding around the same time as the Elections Committee's timeline. The proposed process seeks feedback from the Board to refine and move forward with these initiatives.

The funding sources for various projects, including the fire station in Spanish Peaks, financed through an RID, were highlighted as crucial components that should be included in the CIP. The necessity of a clear communication strategy for the financing stack was stressed, as well as the significant impact of transportation projects funded predominantly by federal funds and the need to avoid overly ambitious projections that could undermine existing grants. Approval was sought from the Board to proceed with the proposed process for the CIP project vetting timeline. The discussion indicated that the first phase projects are summarized in the Board packet, and once approved, the following steps would involve a detailed review of these projects.

Whitney Montgomery expressed gratitude to the vice chair for her dedication. He noted that he is pleased with the CIP timeline, including changes in funding mechanisms and philanthropic landscapes. Despite challenges, the organization has secured \$5 million and anticipates another \$1 million for its projects.

A subcommittee report was presented regarding traffic issues on highways 191 and 64, following a tour and meetings with the Montana Department of Transportation. A press release is forthcoming to provide further details. The Grants Committee has been surveying organizations funded through resort tax to understand the potential impacts of changing the grant cycle timing. This adjustment aims to align the budget setting with the actual fiscal year data. A dashboard is being developed to provide visibility into the activities of various subcommittees. This initiative aims to enhance transparency and accessibility of information. Progress has been made in the governance study led by the WGM group, with active engagement from homeowners' associations. More updates are expected in the following week.

4.1.4 Headwaters Alliance – Water Supply Resiliency Request

On a motion made by Sarah Blechta, seconded by John Zirkle, it was resolved to approve the Headwater Alliance Water Supply Resiliency request in the amount of \$96,322.50. Ashley Wilson abstained. Motion carried.

The Headwater Alliance Water Supply Resiliency request involved funding for the installation of purple pipe infrastructure to transport treated wastewater. The project, initially funded in FY 22, has faced multiple delays due to changes in development plans and prolonged approval processes with MDT, causing it to extend over three years. The project now has all necessary permits and approvals, including the MDT encroachment permit and town center written approval, and a contractor is prepared to commence work by the end of September or October 2024. The Board discussed the unusual length of the project extension and emphasized that such exceptions should not become standard practice.

4.1.5 2024 CIP Update

The 2024 Capital Improvement Plan (CIP) update was discussed, with an invitation sent to fill out a questionnaire for detailed project information. The aim is to gather comprehensive details for projects planned between now and the fiscal year. The Arts Council has a project anticipated before June 2027 involving a community arts center. Other community projects include affordable housing by Big Sky Community Housing Trust, a new park, and wilderness trails. The Big Sky Water and Sewer District plans a mid-mountain reuse boost pump station, while the Gallatin Canyon Water and Sewer District has a canyon sewer project. These projects are part of a detailed capital improvement plan.

The Big Sky Fire Department is planning a public safety center headquarters, although it is not expected to be ready before 2027. The Morningstar Learning Center is expanding its campus, and the local hospital is planning several initiatives, including clinic space build-out, equipment replacement, and workforce housing investment. Attendance at meetings was emphasized for entities seeking funding. The need for clear communication and feedback was highlighted to ensure project readiness and prioritization.

Confusion was noted about the total project costs of MDT, noting the lack of clarity when comparing the \$20 million figure with various ranges mentioned in the project details. There was a request for greater clarity and a larger font size in the documentation, as some projects are straightforward. In contrast, others remain vague, making it difficult to determine the total number. Subsequent phases of questions will be increasingly detailed to build a financing structure, requiring an understanding of project organization, ownership, and operations. The engagement of Dorsey Whitney as bond counsel was highlighted, with Courtney Ellis providing support for public finance, aiming to leverage existing collections for infrastructure deficiencies.

4.2 New Business

4.2.1 Board Seat Transition

Eric from the Elections Office needed to clarify the county's interpretation of the statute regarding the requirement of going on the ballot in the next election. The Board seeks to understand whether this entails a full election within the current term.

4.2.2 LCR Safety Group Grant Sponsorship

Jan Weber from the Little Coyote Traffic Safety Group presented a grant-related request detailing previous efforts and meetings with MDT and county commissioners. The group discussed various traffic control solutions, including improving traffic light timing and conducting an impact study. They also explored the use of adaptive signal control technology for traffic lights. However, it was noted that MDT has an ongoing project to install adaptive signal control technology (ASTPM) instead, which does not provide real-time adjustments. MDT's reluctance to adopt unproven AI technology was highlighted. The discussion also covered the feasibility of the grant application, with concerns about meeting the minimum expense requirement and the tight timeline. Suggestions were made to approach the transportation district for grant sponsorship and to consider updating previous traffic reports. The group planned to reassess their priorities and potentially return with revised proposals. An update was provided on the installation of speed tables and crosswalks, funded by the resort, aimed at improving traffic safety on Little Coyote Road.

5. PUBLIC COMMENT

Brad Niva discussed ongoing transportation issues, including road conditions and the need for a more comprehensive approach to transportation management. He suggested forming a

transportation committee to address these recurring problems, as current efforts are fragmented and lack coordination. There was also a mention of a group working on slowing down traffic on a specific road segment, highlighting the need for better communication and collaboration among different groups working on transportation issues.

A resident noted that two weeks ago, traffic on Little Coyote Road was worse than on Route 64 during the late afternoon. Despite no apparent construction, there was significant activity, including three or four trucks carrying oversized loads traveling down Little Coyote Road. The Board encouraged looking beyond their immediate community to understand the broader impact of construction activity, noting that other neighborhoods might also be contributing to the traffic on their roads. It was mentioned that three trucks were observed at 5:00 p.m., suggesting persistent traffic activity even outside typical construction hours.

Daniel Bierschwale expressed excitement over the community's new federally designated post office. He mentioned ongoing efforts to organize a celebration for this achievement, possibly involving a barbecue if official arrangements cannot be made. He highlighted an article on "Explore Big Sky" discussing a panel camera that has enhanced fire safety through collaboration with the fire department and resort tax funding. The camera recently detected another fire, showcasing the effectiveness of this technology. He then referenced Jackie Haines's economic impact report, which details the significant financial repercussions of a potential wildfire in Big Sky. The area contributes approximately 8% of Montana's taxable value, equating to \$2.3 billion in economic activity or 4.3% of the statewide GDP.

6. ADJOURNMENT

On a motion duly made and carried, it was agreed that there was no further business to transact; the meeting closed at 10:25 a.m.

GUESTS:

Kristin Gardner	Gallatin River Task Force
Whitney Montgomery	Coordinating Council of Big Sky
Brad Niva	Big Sky Chamber of Commerce and Visit Big Sky
Jan Weber	Little Coyote Traffic Safety Group
Mariel Butan	Morningstar Learning Center
Jack Reney	Explore Big Sky
Tallie Lancey	Big Sky Community Member
Ashley Muckway	Big Sky Chamber of Commerce
Annie Mitzel	Community Member
Anna Johnson	Community Member
Emily Eckhoff	Community Member
Mey O'Leary	Community Member

DISCLAIMER

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Respectfully submitted,

Grace Young, Secretary & Treasurer

May 8, 2024

Big Sky Area District Tax Board
c/o Daniel Bierschwale
PO Box 160661
Big Sky, MT 59716

Dear BSRAD Board Members,

Please accept this letter of intent expressing my interest in joining the Big Sky Area District Tax Board (BSRAD). As a resident of Big Sky for over six years, I have witnessed firsthand the positives as well as the challenges associated with a growing small town, and I would like to be a part of the conversations around our community's growing pains and the solutions.

I believe my professional background and collaborative approach to leadership would lend well to the strengths of the current board. I am excited at the thought of working with the BSRAD board.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Michelle Kendziorski". The signature is written in a cursive, flowing style.

Michelle Kendziorski

Michelle Kendziorski

PO Box 161233, Big Sky, MT 59716 | 406-600-1061 | michelle.kendziorski@bigskyresort.com

EXECUTIVE ASSISTANT | BIG SKY RESORT | 2021-PRESENT

- Management of Big Sky Resort philanthropy.
- Assist General Manager & Chief Operating Officer with scheduling, community relationships and presentation planning.
- Manage all guest surveys including follow-up with team members and guests to increase guest satisfaction.
- Manage all third-party leases on Big Sky Resort property to include annual renewals, payments, relationship and lease performance.
- Ensure all Resort vendors and contractors have appropriate and up to date insurance on file.
- Work closely with the legal team on legal issues.
- Work closely with the corporate finance team to ensure our yearly insurance renewal is accurate and reflective of current costs.
- Work with all Big Sky Resort VPs to ensure consistent communication between all divisions.
- Communicate with the various HOA's on or bordering resort property.
- Special projects as needed.

DEVELOPMENT DIRECTOR | EXECUTIVE ASSISTANT | BIG SKY COMMUNITY ORGANIZATION | 2019-2021

- Lead a multi-tier approach to resource development to include a balanced approach to securing philanthropic funds, public-funds and program revenue.
- Lead the identification, cultivation and solicitation of major donors with the CEO.
- Engaged Board of Directors and volunteers on the development of community relationships for program partnerships and prospective donors.
- Developed and managed budgets for the annual fund.
- Managed donor and project information, implementing processes for accuracy as needed utilizing spreadsheets and donor database.
- Developed and maintained collaborative relationships with donors, community leaders, program partners, volunteers, and staff.
- Met with committees and contractors on a regular basis to support CEO in community center construction project management/execution.
- Met with donors and committees on a regular basis to support CEO in achieving the goal of fundraising campaigns.
- Developed content and materials for key meetings.
- Research and provide reports on key areas of focus for the organization to be used for garnering both public and private support.

MEMBER SERVICE DIRECTOR | MOONLIGHT BASIN | 2017-2019

- Cultivated and upheld integral relationships with owners and members based on trust and extensive knowledge of their individual backgrounds, preferences, and desires to continue to better the Member experience and create opportunities to grow as a club.
- Made executive decisions and created new initiatives to foster innovative engagement for members

and guests.

- Provided complete support to Real Estate prospects stays; providing pre-arrival and on property services.
- Acted as the liaison between Real Estate Agents and all Moonlight Operational departments.
- Coordinated with the Accounting Team to process membership deposits, structure annual dues, process membership resignations, and track membership exceptions.
- Provided monthly cash flow projections to the General Manager based on anticipated membership applications.

ASSOCIATE DIRECTOR OF THE ALUMNI ASSOCIATION | MEMBERSHIP & ALUMNI PROGRAM MANAGER | MONTANA STATE UNIVERSITY (MSU) ALUMNI FOUNDATION | 2012-2017

- Developed, implemented, and oversaw programs aimed at increasing the visibility of and participation in membership, giving, and affinity groups.
- Expanded and oversaw programs targeted at member stewardship and retention strategies and initiatives.
- Created new initiatives to foster innovative engagement programs, membership campaigns, and strategic initiatives.
- Management of a comprehensive membership marketing plan including message creation, material production, maintenance of supplies and coordination with other Alumni Foundation teams to establish priorities and direction.
- Created alumni engagement and membership specific event programming including local, regional, and national activities that support membership and development strategies.
- Grew and applied processes to integrate alumni engagement opportunities with the Alumni Foundation initiatives, including fundraising activities and events.
- Projected and analyzed the membership budget.
- Administered Alumni Association affinity-based partnerships, including revenue generating and special benefit partnerships in cooperation with business relations professionals.
- Reorganized Association of Retired Faculty to establish first ever MSU Retiree Association to foster a closer connection of MSU retirees back to campus post retirement.
- Established Parent Leadership Council to increase engagement and fundraising from parents of MSU students.

Education

BACHELOR OF SCIENCE | 2002 | MONTANA STATE UNIVERSITY-BOZEMAN

ASSOCIATE OF APPLIED SCIENCE | 1998 | STATE UNIVERSITY OF NEW YORK - MORRISVILLE

Community Involvement

WELLNESS IN ACTION (WIA) BOARD MEMBER | 2020, 2021, 2022, 2023, 2024

BIG SKY SOFTBALL LEAGUE | 2019, 2020, 2021, 2022, 2023

LONE PEAK BOOSTER CLUB | 2021, 2022



Resort Tax
11 Lone Peak Drive, Ste. #204
Big Sky, MT 569715

April 25, 2024

RE: Appointment to the Board of Directors

Dear Resort Tax Board Members,

I'm writing to express my interest in being appointed to the Big Sky Resort Tax Board of Directors. As a Big Sky property owner and full time resident, I know this board serves a very important role in the community. Moreover, I believe the decisions faced by the board will only become more difficult in the coming years. Based on current national and local economic conditions, it is likely that the board will have less tax revenue to allocate while the allocation requests will increase. Things are going to get tight and this board will have some difficult decisions to research. I would like to contribute my time in order to help this board continue to be successful.

I believe I am qualified for this service. As an engineer, business owner and past member of several boards/committees. I am very familiar with the unique challenges facing Big Sky. In addition, I am familiar with many County, State, and Federal regulations governing development. Through direct experience helping my clients with subdivisions, variances, conditional use permits, etc. I have become familiar with the Gallatin County, Madison County and Big Sky planning and zoning processes. This experience makes me uniquely qualified for this service. In addition, I think this experience will add to, and compliment, the experience and qualifications of the other board members.

Thank you for your consideration. If you have any further questions, please don't hesitate to contact me at 570-5826.

Sincerely,

A handwritten signature in black ink that reads "Philip R. Kedrowski". The signature is written in a cursive style and is positioned above a light gray rectangular background.

Philip R. Kedrowski, PE, LEED AP
Big Sky, Montana

PS: On a personal note, I was very sorry to hear of Steve's passing. I served on the Big Sky Planning and Zoning Advisory Board with him for 6 years. I considered him a friend. We didn't always vote the same way, but I believe our fundamental principles for decision making were aligned. If you chose to appoint me to his board position, I will do my best to represent him and reflect his values. After all, that is what the people who voted him in expect and deserve.



Philip R. Kedrowski, PE, LEED-AP
Redleaf Engineering, LLC
Owner/Engineer

Relevant Professional Experience:

Redleaf Engineering, LLC, Big Sky, Montana

2004-Present

Owner and Principal Engineer - Redleaf Engineering, LLC. Redleaf is an engineering company based in Big Sky, MT. Redleaf provides Planning, Civil, and Structural engineering services. Over the past 20 years, Philip and Redleaf employees have provided design services for several Big Sky/Gallatin Canyon projects. Some of these include:

- Ace Hardware,
- Search and Rescue Buildings, Big Sky and West Yellowstone,
- Numerous MTDEQ Subdivision COSA rewrites,
- Big Sky Pavilion soft ball fields, Big Sky Community Organization (BSCO),
- Wastewater treatment re-design, Big Sky Exxon,
- Wastewater treatment re-design, Firelight Condos,
- Flood study, Beaver Creek,
- Numerous residential site plans, grading, drainage, SWPPPs, etc.,
- Numerous residential wastewater treatment designs,
- Rotary Club, bus stop design donation,
- Morning Star Learning Center, infant center design,
- Ophir School, Lone Peak Big Horns Football, crow's nest structure design donation,
- Big Sky Health and Fitness Building,
- Lazy J South and Gallatin Foothills Subdivision, multiple projects.

Licensing and Accreditation:

- Montana Professional Engineer PE License #16678
- Idaho Professional Engineer PE License #12152
- Wyoming Professional Engineer PE License #10797
- Colorado Professional Engineer PE License #38462
- Leadership in Energy and Environmental Design Accredited Professional (LEED-AP)

Education:

- 2001: M.S., Virginia Tech, Blacksburg, VA, Major: ME
- 1999: B.S., Colorado State University, Ft. Collins, CO, Major: ME

Past Memberships and Associations:

- ✓ American Council of Engineering Companies of MT (ACEC)
- ✓ American Society of Civil Engineers (ASCE)
- ✓ Structural Engineers Association of MT (SEA)
- ✓ United States Green Building Council of MT (USGBC-MT) - Founding Board Member
- ✓ Gallatin Canyon/Big Sky Zoning Advisory Committee - Member
- ✓ Big Sky Chamber of Commerce - Member

Current Memberships and Associations:

- ✓ Big Sky Owners Association (BSOA) – Member
- ✓ Meadow Village Center Owners Association (MVCOA) – Member
- ✓ South Fork Phase 5 Owners Association - Member

I am a highly dedicated and experienced fire battalion chief with 24 years of experience leading and managing fire and EMS crews. I have a proven track record of implementing successful strategies to improve emergency response times, increase personnel efficiency, and enhance emergency medical response. I have demonstrated excellence in crew management, personnel training and mentoring, and cross-functional collaboration with local and county-wide agencies. I joined the Big Sky Fire Department to contribute my experience and passion for assisting a fire department and community on the verge of rapid growth and development. During my tenure, I have overhauled our emergency medical services (EMS) response by improving the care we deliver and our overall approach. I have also played a key role in creating response profiles as we expand our district with new stations, while also updating our inventory to ensure a safer response for our personnel. Additionally, I collaborated with the Big Sky Medical Center to establish protocols that go beyond state-mandated standards of care, aiming to enhance the service we offer to our community.

Professional Experience

Big Sky Fire Department

2017 to Present

Battalion Chief / EMS Coordinator

Responsible for the management of shift operations of the Big Sky Fire Department, which includes the delivery of its emergency services and related activities. This work is performed under the supervision of the Deputy Fire Chief and requires strong independent judgment and strong personal initiative. The location and topography of Big Sky, Montana requires that the Battalion Chief to maintain effective working operational relationships with local, state, and federal agencies including local mutual aid partners, two National Forests and Yellowstone National Park. The resort-based seasonal nature of the Department's response volume requires flexibility, ability to manage a combination staff in a positive team environment, and a dedication to excellent customer service.

- Directed Fire/EMS response team on all emergency calls.
- Participated, Developed and Lead ongoing staff training activities.
- Provided staff performance evaluative feedback on a regular basis.
- Developed quality assurance program for patient care reports.
- Work with Medical Director to develop resolve protocol violations.
- Manage EMS supplies and ambulance acquisition.

Big Sky Fire Department

2012 to 2017

Fire Captain

A Captain of the BSFD protects life and property by implementing, carrying out, directing, delegating, supervising and evaluating the Firefighter, rescue, emergency medical care, hazardous materials and fire prevention duties conducted by firefighter/paramedics/EMTs through preparation, maintenance and response of fire district personnel, equipment, apparatus, and facilities.

- Front line supervisor for emergency responses.
- Developed and implemented medical training.
- Created field training program for Big Sky Fire.

Big Sky Fire Department

2011 to 2012

Firefighter

Respond to fire alarms, emergency medical calls, traffic accidents, rescue and other emergency calls to protect life and property; participate in training, drill and independent study activities; participate in the maintenance of fire department apparatus, equipment and facilities; performs various staff support assignments; and perform related work as assigned.

- Primary care provider for all emergency response.
- Redesigned ambulanced inventory to provide safer and more efficient environment.

San Diego Fire Department

2000 to 2011

Firefighter

Respond to fire alarms, emergency medical calls, traffic accidents, rescue and other emergency calls to protect life and property; participate in training, drill and independent study activities; participate in the maintenance of fire department apparatus, equipment and facilities; performs various staff support assignments; and perform related work as assigned.

- Fire suppression/prevention in structural and wildland firefighting.
- ALS level transports.
- Assigned to 10th busiest station in the nation for 4 years.*
- Field Training Officer and Paramedic preceptor designation.
- Member of the Hazardous Materials Team.
- Tactical Paramedic on SDPD SWAT Team.

EDUCATION

National Registry Paramedic, Southwestern Community College
 Firefighter I Academy, Palomar College Fire Academy
 B.S. Business Administration, MIS, Oklahoma State University

PROFESSIONAL CERTIFICATIONS

- | | |
|--|--|
| Certified Ambulance Compliance Officer | Fire Officer 1 |
| Certified Ambulance Privacy Officer | Firefighter 1 & 2 |
| Certified Ambulance Documentation Specialist | Swift water Rescue Technician |
| Fire Officer Designation- CPSE | Rescue systems 1 |
| Blue Card incident Commander | Trench Rescue |
| Strategies & Tactics for Initial Company Officer (STICO) | Hazardous Materials Specialist |
| Incident Command System (ICS - 100, 200, 300, 400, 700, 800) | Hazardous Materials Technical Reference Specialist |
| S-230 Crew Boss (Single Resource) | |
| S-231 Engine Boss (Single Resource) | |



TALBOTT JAMISON LANCEY

PO BOX 160253, Big Sky, Montana 59716 | 406.600.8081 | tallie.lancey@gmail.com

September 25, 2024

Mr Bierschwale
Big Sky Resort Area District
11 Lone Peak Drive, Suite 204, Big Sky MT 59716

Dear Mr Bierschwale:

Thank you and the board of Big Sky's Resort Tax for choosing to fill the vacancy left by Steve Johnson. His contributions to this organization were remarkable. He was my friend, neighbor, and mentor for many years. He often lamented that he and his grey-haired peers should not be the ones to shape our burgeoning community. Thus, he encouraged me from a young age to listen, to learn, and to serve. Big Sky owes a *great* debt to Mr Johnson. His shoes are too to fill. But I will try.

My interest in applying to fill the remainder of his term has two parts. First, Steve and I shared similar perspectives that I believe the voters valued in him. Second, I have long respected this organization's work and impact. It's time for me to run with Steve's relay baton by committing myself to public service as he long advised. For nearly 20 years in Big Sky, I've demonstrated a dedication to our local non-profits by volunteering at events, chairing two boards, and spreading the message to my clients to get involved. I've attended BSRAD meetings with regularity for at least 8 years and would be proud to move from the audience to the table. I believe that the greatest advantage I'd bring to this board is public engagement. Many people in the community are familiar with my work ethic and reputation for transparency, candor, and approachability. Being self-employed gives me the flexibility to perform the tasks ahead of us. Plus, I'm bolstered by a solid team at work who fully support this application.

BSRAD's goals are ambitious. My parents raised me to be the same way. If appointed, I would do my utmost to achieve those goals alongside the four elected officials, internal staff, and various contractors by listening to the public, learning from the experts, and serving to the best of my ability. There will be challenges. We'll face them together with Steve's sense of humor and decency.

Sincerely and humbly, Tallie Lancey

TALBOTT JAMISON LANCEY

Broker | Big Sky Sotheby's International Realty

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Big Sky, Montana

PERSONAL MISSION STATEMENT

I strive to cultivate and scale a durable community within the mountains of Big Sky. My professional expertise brings people into my chosen hometown with a clear understanding of their integration into the community at large. For nearly 20 years, I have demonstrated efficacy in inclusion, public service, and philanthropy. Big Sky has been very good to me, from the outset, and I am motivated by a zealous responsibility to share that with others.

PROFESSIONAL & VOLUNTEER EXPERIENCE

Real Estate Broker

Big Sky Sotheby's International Realty & Rivers To Peaks Real Estate

07/2007 - Present | Big Sky, MT

- Consistent top performer and team leader
- Manage procedures, marketing, sponsorships, vendor relationships, market forecasting, and long-term customer satisfaction
- Housing tops the list for community needs and I live that fact everyday
- Fluency in market factors, community wide development

Chairman Of The Board, Board Member

Big Sky Community Organization

01/2017 - Present | Big Sky, MT

- Led the ALL OUT for Parks & Trail Campaign
- Ideated the acquisition of the Beehive Basin Trailhead and its dedication to the public as the only public space on the Madison County side of Big Sky
- Recruited key staff to manage daily function and strategic leadership
- Recruited key board members; serve on several subcommittees

Chairman Of The Board

Arts Council of Big Sky

2008 - 2016 | Austin, TX

- Served for 3 years as Chair during ACBS's transition from Community Park to Town Center
- Founded, along with Colin Matthews, the Auction for the Arts, creating a fundraiser pursuant to its mission, upending the Chili Cook-off, haha
- Recruited key board members, initiated the Public Art Committee

EDUCATION

Bachelor's Degree in Philosophy

Washington & Lee University

2001 - 2005 | Lexington, Virginia

Humanities & Wilderness International Program

Castle Rock Institute

2004 - 2005 | Australia, New Zealand, and Brevard, North Carolina

SKILLS

Proactive Leadership | Critical Thinker | Deal Maker

Self-Motivated | Entrepreneur | Growth Mindset

Consensus Builder | Neutrality | Creative Writer

KEY ACHIEVEMENTS



Business Person of the Year

Awarded by Chamber of Commerce in 2023.



Volunteer of the Year

Awarded by the Big Sky Community Organization related to contributions to the ALL IN for BASE campaign.



Top Producing Independent Salesperson

Clear results and repeat, referring customers in a fast-paced competitive environment. Industry awards and speaking engagements.



Founding President of Toastmasters

Initiated a new non-profit group focused on leadership training and public speaking skills prior to the creation of Leadership Big Sky. The group didn't survive COVID and I've love to see someone revive this terrific pursuit.



Explore Big Sky - Guest Columnist

Wrote a 10-part column which addressed self-researched topics about Big Sky's functionality from trash and roads to building code enforcement and cultural themes.

NOTEWORTHY ASIDES

The Real Estate Collective

Co-founded, with Ania Bulis, a group of peers to fundraise and share awareness of community needs.

MLS Meetings Coordinator

Self-directed leader of our local brokerages who meet bi-monthly to share industry information and connect our professionals with local leaders.

Meet the Candidates Moderator

In cooperation with the Chamber and BSRAD, I have moderated a forum for candidates seeking election to public office for many years, even on ZOOM from my home office.

PASSIONS



Outdoor Recreation

Skiing of all kinds, trail running, mountain biking. Time on the trails around town and in Yellowstone Park is treasured and the best place to find me when I'm out of the office.



50 Conversations per week

This annual goal keeps me engaging - with intention - with a variety of people, which has provided a strong sense of community sentiment and creative opportunities.

September 17, 2024

Attention: Big Sky Resort Area District Board, Board of Directors

Please let this letter server as my official letter of interest in becoming a Board Member.

As a brief introduction, I live year-round in Moonlight Basin (Madison County) with my wife, Kara, and my 2 young boys, Eli & Michael. Eli & Michael are both students at the Discovery Academy. Kara heads the PTA for Discovery (as well as other positions) and both of us are heavily involved in the school and community regarding fundraising & volunteering. I also volunteer my time and expertise to help many of our local residents navigate their accounting and tax issues. We have made Big Sky our permanent home. We only own 1 home, so we are here every day of the year.

I have worked in the accounting, finance and tax fields for over 30 years, holding a variety of management and executive positions in both the public and private sector. I have extensive experience in tax and accounting issues, ranging from local to international. I have extensive experience in creating complex financial models and then acting as a liaison to the various service industries in addition to presenting the financial models to executive boards. I have a deep understanding of being the “bridge” between the various players on transactions (legal, accounting, finance, banking, local government, board of directors, etc.) using terminology and financial analysis that is commonly shared among everyone. This has led to fostering a concerted effort towards a mutually benefiting goal.

I am gracious to be considered in joining your Board and look forward to contributing my passion, effort and expertise to solving issues together, with the end goal of making Big Sky the best place to prosper and live.

Thank you,

Vahan Zerounian
406-220-9081

Vahan Zerounian, CPA (licensed in CA & MT)

(406) 220-9081

vahan.zerounian@gmail.com

Professional Experience:

- 5/14 – 3/22** **Irvine Electronics, Inc.** **Irvine, CA**
CFO & CEO
- 4/13 – 5/14** **Mcgladrey, LLP** **Irvine, CA**
Director; Financial Services & Private Equity Group
- Tax lead for the following types of entities: hedge funds, private equity funds, real estate funds, operating partnerships
 - Design and implement office wide hypothetical liquidation and incentive fee models
 - Assist domestic and foreign entities in entry & exit plans, restructuring, LBO, formation, capital raising, partnership allocations and agreements, debt-financing and other finance transactions
- 06/11 – 04/13** **Marcum LLP** **Irvine, CA**
Director; Alternative Investment Group / Real Estate
- Co-led the Southern California Alternative Investment Group & Real Estate Group
 - Tax lead for the following types of entities: hedge funds, private equity funds, real estate funds, RICS, REMICS, REITS, health care funds, commercial entities, manufacturing, and tech companies
 - Assist domestic and foreign entities in entry & exit plans, restructuring, LBO, formation, capital raising, partnership allocations and agreements, debt-financing and other finance transactions
 - Assist domestic and foreign clients with restructuring, IP migration, transfer pricing, financing (debt, LBO, IPO, PE infusion) and exit strategies. Work with inside and outside counsel on fee arrangements, entity agreements, allocation models, and complex domestic and foreign transactions
 - Assisted clients in filing of 10-K, 10-Q, S-11 and all relating tables, documentation and footnotes. Work with internal and external audit, internal tax, and all legal counsel regarding all SEC filings
 - Research and write technical memorandums and white paper regarding various financial tax issues, including reorganization, IP migration, foreign branches and subsidiaries, leverage allocations, and purchase and sales of properties which were presented to the executive board of the client
- 10/01 – 01/07**
12/07 – 06/11 **Ernst & Young, LLP** **New York (10/01-12/03) Irvine/Los Angeles(12/03-6/11)**
Senior Manager; Financial Services, Real Estate
- Co-lead tax member on the following clients serviced: Goldman Sachs Institutional Funds – largest tax client of E&Y, Paine Webber, Oaktree Capital Management, Coast Asset Management, Blackrock
 - Reviewed partner allocations, agreements and all tax transactions for real estate funds, hedge funds, fund of funds, RICs, private equity funds, and other financial entities. Work closely with transaction group during research, analysis, calculation, and white paper report for internal and external distribution
 - Led training and recruiting for many partnership and corporate tax issues including basis, security analysis, allocations, RIC testing / distribution calculations, earnings & profit, operating income, structured finance, and foreign transactions
 - Assisted client and audit team in ASC 740 (FIN 48 and FAS 109) projects including final documentation and financial statement reporting
 - Coordinate with International team with regards to all international tax issues including IFRS, UBTI, ECI, FDAP, FIRPTA, transfer pricing, expatriate, PFICs, international branches and subsidiaries, acquisitions, and all foreign filings
 - Assisted client in spin offs, reorganizations, sales of assets, 704(b), 704(c) allocations and distribution waterfalls, management fee and incentive fee calculation, structured financing, loan pools, offering memorandums, LBOs, provisions and partnership agreements
 - Implement tax savings strategies including cost segregation studies, R&D credits, and other incentives and credits
 - Defend against IRS and State tax audits including negotiating offers in compromise and conflict resolution
 - Assisted in the design of the national tax allocation model including training and implementation in 16 cities
- 01/07 – 12/07** **Colony Capital, LLC** **Irvine, CA**
Tax Director
- In charge of all domestic and international tax planning and compliance functions for REITs, real estate funds, hedge funds and private equity funds

- Ran tax department and coordinated tax issues globally between all of the big 4 Accounting firms involving over 2,200 entities in over 30 countries and 25 states
- Worked with general and outside counsel regarding all deals, acquisitions, formation/dissolution, expatriate executives and all partnership allocations and agreements
- Worked with local agencies to implement all bond structuring include finance, legal, tax and accounting
- Act as tax liaison on all structured finance deals, real estate acquisitions and sales (largest deal was over \$1.5Billion purchase price), present tax conclusions to executive board for review and implementation

1/98 – 10/01

Grant Thornton, LLP

New York, NY

Senior Associate; Financial Services Group / Real Estate

- Supervised engagements and review tax returns for the following entities:
Hedge funds, broker dealers, private equity funds, real estate funds (RICs, REITs, REMICs), family limited partnerships, trusts, high net worth individuals
- Created firm wide distribution spreadsheets for tax allocations using the layering and aggregate methods
- Advised clients in areas of high net worth planning and structuring including domestic and international tax issues
- Researched and co-wrote technical memorandum on a variety of tax issues

Education:

Masters of Science, Accountancy

San Diego State University, San Diego, CA

Bachelors of Arts

California State University at Fullerton, Fullerton, CA

Additional Information:

Member of AICPA, CACPA, NYSCPA

QUESTION 1

Why are you interested in this position and is there anything you'd like to add missing from your letter of interest/resume?



QUESTION 2

What is the biggest challenge in Big Sky, and how do you see your role as a BSRAD Director helping to solve that challenge?



QUESTION 3

Highlight any relevant board or elected positions and how they have prepared you for this position.



QUESTION 4

If appointed, would you run in the 2026 election to remain on the BSRAD board?



QUESTION 5

BSRAD has over 1200 registered businesses, and about 600 of these are responsible for collecting the resort tax from their customers.

What are your connections to the Big Sky business community, and how do you think BS RAD can best support the business community as a whole?



QUESTION 6

Please explain your past participation in BSRAD board meetings and how that influenced your decision to apply for the vacant board seat.



QUESTION 7

How would you handle disagreement around a decision made by this board...

- a. With a member of the public?
- b. With a fellow board member?
- c. With a staff member?



QUESTION 8

What do you hope to accomplish over the next 19 months of the remaining term?

