

EDA/EDC – Joint Board Meeting

Thursday, April 11, 2024

7:00 A.M. to 9:00 A.M.

Rock31/BSED Building

Zoot Training and Event Space (2nd Floor)

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region’s vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

Agenda items may be rearranged unless an item is listed as having a “time certain”. Action may be taken on any item listed on the Board Agenda.

- 7:00 AM Call to Order/Pledge of Allegiance/Roll Call – Andy Gott, EDC Chair**
- 7:02 A.M. Public Comment/Recognitions/Special Announcements and Introductions**
- Public Comment
 - Introductions—Tyler to Intro New CEO, St Vincent Regional Hospital
 - Announcements--Marcell
- 7:15 A.M. Changes to Today’s Agenda**
- 7:18 A.M. Consent Items for Board Action** (EDA & EDC Board Action)
- Minutes – March 14, 2024 (Attachment A)
 - FY ’24 February Financial Statements (Attachment B)
 - Update - FY ’25 Budget Process; FY ’24 Budget Adjustments (info)
- 7:35 A.M. Info/Action Items**
- Big Sky Finance—504 Loans and SSBCI Loans—Brandon (Attachment C) (EDC Action)
 - State of MT RLF Loan Funds Grant Application – Brandon (Handout) (EDA & EDC Action)
 - BSF-504 Loan Program- Semi-Annual Report—Brandon (Attachment D) (Info)
 - BillingsWork/BOiB Talent Attraction Project—Marcell (Attachment E) (EDA & EDC Action)
 - APEX 5th-Year Contract Renewal—Confirmation—Patrick (Handout) (EDA Action)
 - VBOC Contract Continuation Application—Patrick/Rick (Attachment F) (EDA Action)
 - SD2 School Safety Mill Levy—BSED Support—Steve (Handout) (EDA & EDC Action)
- 8:15 A.M. Executive Director Report/Board Planning – Round 2.0** (Attachment G)
- Quick Report/Action Items
 - Salary Review Committee Process/Update- Nick (Info)
 - Ex Director Performance Evaluation Process-Riley (Info)
 - Board Planning Rd 2.0—First Draft Strategic Priorities
 - Board Dialogue and Guidance
 - Next Steps
- 9:00 A.M. Adjourn**

Next EDA/EDC Board Meeting: May 9 (8:30 AM to 4:00 PM), Zoot Training and Event Space, Rock31/BSED. Big Sky Economic Development Board of Directors will make reasonable accommodations for known disabilities that may interfere with an individual’s ability to participate. Persons requiring such accommodations should make their requests to Big Sky Economic Development as soon as possible before the meeting day. Please call Big Sky ED at 256-6871.



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT A



EDA · EDC CREATING MONTANA BUSINESS OPPORTUNITIES

**EDA/EDC Joint Board Minutes
Annual Board Planning Session
Thursday, March 14, 2024
8:15 A.M. – 4:15 P.M.
Rock31/BSED Building
Zoot Training and Event Space (2nd Floor)**

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region's vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

EDA Board Members Present: Andy Rahn, Bryan Wood, Bryce Terpstra, Darin Uselman, Kate Vogel, Ken Lutton, Lucy Aspinwall, Paul Neutgens, Riley Bennett, Zack Dunn

EDA Board Members Absent: Debbie Desjarlais

EDC Board Members Present: Andy Gott, Bob Wilmouth, Dave Ballard, DJ Clark, Jen Kobza, John Ostlund, Judi Powers, Keagan Harsha, Michael Marsh, Nichole Mehling, Nick Pancheau, Tyler Wiltgen

EDC Board Members Absent: George Warmer, Jennifer Kondracki, Kim Jakub, Mac Fogelsong, Matt Robertson, , Mike Seppala, Mike Phillips, Molly Schwend Spencer Frederick, Stefani Hicswa

Ex-Officios Present: Erwin Garcia, Katy Easton, Kurt Markegard, Mark Morse, Mike Boyett,

Staff and Guests: Alyson Eggart, Ashley Kavanagh, Brandon Berger, Bill Honaker, Chris Kukulski, Dianne Lehm, Gavin Woltjer, Jennifer Owen, Karen, Moses, Kayla Vokral, Keith Hart, Lorene Hintz, Marcell Bruski, Matt Blakeslee, Nik Pedersen, Patrick Klugman, Sarah Myhre, Seth Hedge, Steve Arveschoug, Tami Fleetwood, Thom MacLean, Whitney Scott

Call to Order:

Riley Bennett, EDA Chair, called the Board Planning Session to order at 8:32 A.M

Objectives:

- Build a common level of understanding of the challenges and opportunities that influence the economic future of our community
- Encourage a sense of “team” among the BSED Board members and an understanding of the significance of the BSED Board in influencing the economic future of our community
- Identify the Board’s role in supporting our “organizational opportunities”.
- Determine first-draft list of proposed strategic priorities for FY '25- '26

The morning session of Board Planning including the following items:

- Review objectives for the day
- Introductions and warm up

- Looking back at past strategic priorities
- Economic workforce and trend update
- Review of the 2024 Impact survey findings
- Table-top discussion on the following regarding the impact study findings: “Important we understand”, “Important we don’t ignore”, and “What takeaways should influence BSED’s focus/work”.
- Learning panels on the following topics: “Being nationally recognized for our quality of place and public safety”, “When our heart is strong, we thrive”, and “Expectations for the future”.
- table-top discussion on the following regarding the panel discussions: “Important we understand”, “Important we don’t ignore”, and “What takeaways should influence BSED’s focus/work”.

Section A: 2024 Impact Survey Findings- Table-Top Dialogue/Report Out

Important We Understand:

- Crime is a high priority, workforce talent, air service
- Safety
- Crime is number one, but important to retain and retract people. When we look to bring the brightest of bright to our workforce, the challenge is that they look at crime and how schools are doing and make decisions based on those factors. Crime and retention go hand in hand.
- Taxpayers views and how we are educating; (how we are communicating to our community and what we are doing to educate the taxpayers about BSED)
- Analyze systems. If something continues to be broken look deep into the “why”. Focus on how elected officials become elected; One funding mechanisms for everything: property taxes
- What a great tool the economic pulse/economic impact report is. We are an incredible community and people who move from elsewhere are amazed and impressed. This is such a strong tool
- Funding mechanism (time to look at alternative funding mechanisms)
- Universally we talked about perspective. Internally in Yellowstone County we look at crime and think it is too high, but when compared to other cities our perspective may shift and we might have a different point of view
- Sheer number of taxpayers that took survey-41% highly aware; debating if that is a strong number or a number we can approve. Pay attention to the taxpayer priorities and listen to their input
- It is surprising that mental health/substance abuse didn’t rank higher. There seems to be a lack of understanding that mental health/substance abuse is part of crime. There are other dimensions that impact crime and other things that are priorities which feed into the crime piece.

Important we don’t ignore:

- Workforce and talking about the positives, Address the positive things happening in our community such as the air service wins to counteract negative perception
- Perspective is important to keep people in Montana. Be mindful of those in rural areas and their perspective of Billings
- Infrastructure investment support. This was only highlighted as a priority by one group, but it is important
- Billings is the hub of homelessness, prisoner movement, movement of drugs, sex trafficking. It is about perspective such as that of a parent from a rural location that has a student coming to Billings for tournament etc. and the parent sees crime stories for the Billings area. This has an effect and has to be taken seriously
- Recruitment piece- We need to continue to tout wonderful things about our community to sustain our workforce
- Critical to have the right people on the bus (leaders, legislators, etc.). When we are confident, we have the right people in place, then remaining issues could be a system or structure problem. We also need to determine how to shift the tax burden on properties owners. Tourists should pay some taxes to that system.
- hold elected officials accountable
- Schools-end result mental health, drugs, crime and sometimes we forget about schools-the entire education system from elementary to college, do we have systems that align what is offered in school systems to universities-end result. Backtrack how we educate our kids
- Connect comments about pieces of mental health/substance abuse to education. The statistic Dr. Garcia shared are important such as ranking 51st in teacher pay. These items have to be improved to make strides in other areas.

-Mental health problems. We need to catch young people early and invest in the process to get young people to break negative patterns and go straight

What Takeaways Should Influence BSED's Focus/Work

- Be aware that there is a problem
- Need more education around public safety. Open our eyes that we have a big job to do to educate people about crime, the causes, prevention, and solutions in our community
- Root causes
- We all need each other. We have the same goals, but need different and more collaboration
- Streamline getting information out about what we are doing and understand how to effectively communicate
- We are doing good work; the biggest negative is communication/education. We need to share our success stories, talk about wins, and advertise them

**Section B. Panel-Table-Top Dialogue/Report Out:
Important We Understand:**

- Legislative: How do we leverage the people representing us to pull everything together. This takes a lot of people, money, and resources
- Public safety: Coordination message, importance of voting for safety measures, a key point as organization to figure out who the other voices are in town and community and have them be part of our process
- Public safety: The need described in the panels transcends typical parenting and our job can be to come in on the mentorship side to give pathways
- We don't represent all neighborhoods and voting blocks for or against things. Understand how er reach a population of people that aren't running businesses or part of the active business community. These individuals represent a portion of the voting population of workers. Suggestions that we poll other groups to understand who they listen to, to guide their thinking. Perhaps invite these influencers as ex-officio (heights and other areas of the opportunity). There are more opportunities to hear their point of view and also convey things in our organization that they may get excited about. Need a pipeline to other groups in town and to invest time figuring out how to reach them
- Crime: Be mindful of balance. Some solutions are long term in nature. We must understand what can we do in the short term.
- Downtown: How do we inspire the right businesses to think about downtown vacancies and balance the fact that the west end is growing. We need to thoughtfully grow Downtown.
- How young it starts when solving the problem with crime: Mentorship, getting businesses involved and helping solve crime at young age
- How do you get in front of people: Understand where individuals get their information from and understand how we help. Open our perspective: We may think we are solving a problem, but the problem might actually be something different.
- Anything to support SD2 is time and effort well spent
- Specifics on hours needed for mentorship

Important We Don't Ignore:

- Change what we've been doing and who is involved (action focused)
- Don't ignore desire to go from Tier 2 to Tier 1 as a community, solve points of friction
- Gap on action-collaboration
- Ad hoc legislative engagement
- Tier 2 to tier 1 (tourism)
- Experience incubation, points of friction for newcomer experience-resident, tourism, etc.
- Other voices in the community who aren't at the table
- Where do people get their info-influence

-Be ambassadors for the positive and impactful programming happening in Billings

What Takeaways Should Influence BSED's Focus/Work

- Involve NetGen etc. to speak for us: younger generation of business leaders in our community
- Get legislators etc. in the room to speak with them about how to move needle forward
- We pull all partners together but one organization never part of this is legislature (purse strings)
- Legislative Committee in place, but it seems that is more at legislative time. We need to let legislators know what we are working on.
- Legislative advocacy to change status quo framework: should influence who we are and what we do
- Action: "As a community we need to be action focused". It feels like we've had the same conversation over and over again, and we have small wins and a good plan, but we don't really put it into and we don't talk about that
- "Gap in Action"- when we have collaboration action is possible. If we want to get to action then consistent collaboration among partners, legislators, and civic leaders that aren't always at the table, have to come together

EDA/EDC Joint Board Meeting

Call to Order:

Riley Bennett, EDA Chair, called the EDA/EDC March Board meeting to order at 12:28 pm

Public Comments/Announcements

None

Consent Items for Board Action

February 8, 2024 Board Minutes

- Motion: Jen Kobza to approve the February 8, 2024 minutes as presented to the Board.
- Second: Judi Powers
- Discussion: None
- Motion: Carried

January EDA/EDC Financials

- Motion: Andy Gott to approve the January EDA/EDC financials as presented to the Board.
- Second: Nick Pancheau
- Discussion: None
- Motion: Carried

Action Items

Brandon shared an overview of the SSBCI (State Small Business Credit Initiative) with the Board members. The SSBCI operates through the Department of Commerce and receives funds from the US treasury. The money is distributed through revolving loan funds and applicants can take advantage of these funds in partnership with a private lender. The partner bank performs the underwriting, the state then approves, and the funds are given to Big Sky Finance on a 50/50 basis with the bank and state. Big Sky Finance is not out the money that is lent, but simply originates the funds, and then lends out the funds to the borrower. As SSBCI dollars are repaid, we retain 50% of those funds to reuse and relend in the future.

SSBCI Loan Request

- I. Big Sky EDC Finance Department is requesting approval for the following SSBCI requests. The Big Sky EDA-RLF / SSBCI Loan Committee has reviewed the requests and recommends approval to the full EDC Board. The requests meet all the underwriting and eligibility requirements of the program.

1. **River Bend Investments, LLC (Newman Restoration & Cleaning)** – Request is for financing of the purchase of two commercial condo units to be utilized for Newman Restoration. Big Sky EDC is requesting \$340,000 of MT SSBCI funds to be used in participation with Stockman Bank. Newman Restoration currently leases space for their operations but will now be purchasing the existing condominium units as their lease will be coming due.

Total financing will be \$680,000. Big Sky EDC is partnering with Stockman Bank on a 50/50 basis. Big Sky is requesting \$340,000* of MT SSBCI funds and Stockman Bank will finance \$340,000. We will be in a shared 1st lien position on commercial real estate. MT SSBCI portion will be a 10-year note at 3.5% fixed rate. Financing will be contingent upon MT SSBCI approval of the overall request.

Motion: Judi Powers to approve the SSBCI loan request for River Bend Investments, LLC (Newman Restoration & Cleaning) as presented to the Board.

Second: Tyler Wiltgen

Discussion: None

Motion: Carried

2. **Zarycki Property and Management, LLC (Serrano's Mexican Restaurant)** – Request is for total project financing of \$200,000 for the refinance of a seller carry note coming due on the commercial real estate for Serrano's Mexican Restaurant. The project is in East Glacier, MT, but the owners live here in Billings. This is a seasonal restaurant, open from May 1 through September 30. Borrowers have owned and operated the restaurant for five years.

Financing will consist of \$100,000 of Big Sky EDC's existing SSBCI funds (previously approved for use by the BSED Board) matched with \$100,000* of requested funds from the MT SSBCI 2.0 program. Big Sky EDC's note will be a 10-year note, amortized over 20 years, at 7.5% fixed. The new MT SSBCI 2.0 funds will be a 10-year note, amortized over 20 years, at 3.5% fixed. Big Sky EDC will be in a 1st lien position on the project commercial real estate.

*Big Sky Economic Development receives 50% of the repaid MT SSBCI 2.0 funds to be used for future lending purposes.

*Big Sky Economic Development will be assessed an annualized 0.25% service fee by the MT SSBCI 2.0 on a calendar quarter on the balances of all outstanding loans.

Motion: Nick Pancheau to approve the SSBCI loan request for Zarycki Property and Management, LLC (Serrano's Mexican Restaurant) as presented to the Board.

Second: Jen Kobza

Discussion: None

Motion: Carried

Big Sky Finance requests for approval from the EDA and EDC Board of Directors to participate with the MT SSBCI 2.0 Loan Program for the following loans. All three loans have been approved by the participating lenders. Our request is to participate with each lending institution, contingent upon final packaging and underwriting of the loan request by the Big Sky Finance team. No existing Big Sky Economic Development funds are being utilized in these three requests – request for new MT SSBCI 2.0 funds. All requests have been vetted by Big Sky Finance for eligibility.

MT SSBCI Loan Request #1:

- Borrower: ESPRIT Health and Wellness LLC
- Purpose: Financing of tenant improvement at new location as part of business expansion.
- Total financing: \$200,000

- \$100,000 Stockman Bank (81 months at bank rate)
- \$100,000 MT SSBCI 2.0 (81 months at 2.0%)

Motion: Ken Lutton to approve the SSBCI loan request for ESPRIT Health and Wellness LLC as presented to the Board in the amount of \$200,000, contingent upon the underwriting process.

Second: Dave Ballard

Discussion: None

Motion: Carried

MT SSBCI Loan Request #2:

- Borrower: Turtle Power LLC (Bin 119)
- Purpose: Purchase of FF&E and Beer/Wine license
- Total financing: \$222,400
 - \$111,200 Yellowstone Bank (84 month at bank rate)
 - \$111,200 MT SSBCI 2.0 (84 months at 2.0%)

Motion: Nick Pancheau to approve the SSBCI loan request for Turtle Power LLC (Bin 119) in the amount of \$222,400 as presented to the Board, contingent upon the underwriting process.

Second: Paul Neutgens

Discussion: None

Motion: Carried

Abstain: Zach Dunn

MT SSBCI Loan Request #3:

- Borrower: Askin Construction LLC and Bolton Group LLC
- Purpose: Purchase equipment
- Total financing: \$98,951.00
 - \$ 49,475.50 First Interstate Bank
 - \$ 49,475.50 MT SSBCI 2.0 (60 months at 2.0%)

Motion: Jen Kobza to approve the SSBCI loan request for Askin Construction LLC in the amount of \$98,9851 as presented to the Board, contingent upon the underwriting process.

Second: Zach Dunn

Discussion: None

Motion: Carried

Abstain: Andy Gott and Lucy Aspinwall

504 Loan Request

Due to a lack of Banker's quorum the 504 loan request will be deferred to an electronic vote.

Brownfields RLF Service Contract-Thom

Thom shared that the EPA Grant that funds the revolving loan fund, is in the setup process now. The next step is to hire a qualified environmental professional. A request for qualifications was released and five firms submitted proposals. The Brownfields committee evaluated the proposals; Granite Peak was leader. The committee interviewed the top three firms and reached consensus that Granite Peak is best qualified for this work as it has legitimate Brownfield experience in revolving loan funds. The Committee's recommendation to hire Granite Peak as a qualified environmental professional. Granite Peak Environmental is also the QEP for the assessment grant.

Motion: Ken Lutton to approve the Brownfields RLF Service Contract as presented to the Board
Second: Darin Uselman
Discussion: None
Motion: Carried

SBDC State Contract-Lorene

Lorene shared the details of SBDC State. This contract runs from January of 2021-December of 2024, but each year we are renewed and require Board approval.

Motion: Ken Lutton to approve the SBDC State Contract as presented to the Board.
Second: Bryan Wood
Discussion: None
Motion: Carried

Program Reports

Recruitment Update-Ashley

Ashley highlighted Air service updates. Ashley recently attended the Mead and Hunt conference and had an opportunity to meet with thirteen airlines. Ashley shared that the first Air Service Committee newsletter was published. The top clicks for the newsletter were from airlines. Th newsletter will be circulated quarterly and provide airport updates, outreach, include any new service information in addition to details on enplanement. Ashley shared the positive feedback received from Alaska Airlines in response to the newsletter.

Public Comment:

None

Adjourn

Motion: Judi Powers to adjourn the meeting.
Second Jen Kobza
Discussion: None
Motion: Carried

Riley Bennett adjourned the meeting at 12:50 P.M.

The Board Planning session was resumed at 12:50 P.M.

The remainder of the Board Planning session included discussion regarding organizational opportunities, a first draft of Strategic Priorities and defining the most impactful and strategic areas of focus. The Board will be presented with a draft set of Strategic Priorities in April and May and final adoption of Strategic Priorities will occur at the June Board meeting.

Steve asked the Board to define their philosophy. Do we “swing for the fence” or do we play it safe as we set Strategic Priorities. Steve shared that Strategic Priorities are in addition to the work of our core programs and represent compelling needs in our community. The mission of BSED was reviewed in the context of defining Strategic Priorities. The Board discussed how BSED’s work can be taken to the next level and demonstrate impact in the community.

Section C. Defining the Most Impactful and Strategic Areas of Focus-Table-Top/Report Out- (What are priorities we should focus on?)

Proposed Strategic Priorities- First Thoughts:

- 1) Collaboration with Partners (legislative priorities, demanders of collaboration)
- 2) Public safety (advocacy/mentorship)
- 3) Thriving Downtown
- 4) Focused on the things that “fill the space” (not occupied by crime) (BSED work helps fill this gap/space)
- 5) Board Action/ownership
- 6) Use existing programs to add impact to key areas-crime, downtown, workforce
- 7) Workforce-greater Yellowstone County
- 8) Collaboration-Create blueprint for communication
- 9) New property ownership-open dialogue and action
- 10) Legislative Committee -what, when, why, how, we engage with state representatives and senators, standing committee (legislative invites), interim committees *related to collaboration
- 11) Building awareness * What we do, why we do it... the entire economic development purpose
- 12) Sustain economic development-growth, support key initiatives

Next Steps:

Team Evaluation-SMART Considerations
April/May Review and Consider Draft Set of Strategic Priorities
June Board Meeting-Final Adoption of Strategic Priorities

Adjourn: Riley Bennett adjourned the Board planning session at 4:06pm

Respectfully submitted,

Zack Dunn, EDA Secretary/Treasurer

Jen Kobza, EDC Secretary/Treasurer

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ATTACHMENT B



**Big Sky Economic Development Authority (BSEDA)
Financial Summary for Board of Directors
FY24 - As of and for the period ended February 29, 2024**

Statement of Operations

Net Operating Revenue: \$ 755,554

Factors Driving Net Operating Revenue:

Factors contributing to the positive net operating revenue compared to budget are related to timing of receipt of county taxes mill levy revenue and vacancy savings of salaries/wages and employer contributions (fringe benefits). BSEDA has received 99% of the budgeted annual county taxes mill levy revenue, but we are only approximately 67% through the fiscal year. The effect on the financial statements is that it shows a positive change in net assets of approximately \$662,000. This is strictly a timing difference since the county taxes mill levy revenues are used over the entire year to cover expenses. BSEDA budgeted for a full complement of staff for FY24, but the vacant positions were not all filled until February. Budgeted salaries/wages and employer contributions for the first 8 months of the fiscal year are approximately \$1,715,000 whereas actual salaries/wages and employer contributions are approximately \$1,491,500. Therefore, vacancy savings amount to \$223,500. These explanations provide reasonable assessment of current net operating revenue.

Notable budget variances:

- Salaries/Wages \$164,000 less than YTD budget
- Employer Contributions \$ 60,000 less than YTD budget
- Dues/Subscriptions/Memberships \$ 17,000 over YTD budget
- Office Equip & Furn <\$5000 \$ 11,400 over YTD budget
- Professional Fees (Consulting) \$ 23,300 less than YTD budget
- Professional Fees (Other) \$ 13,300 less than YTD budget

Areas to watch:

The areas to watch are consistent with what was communicated in the financial summary provided for the March Executive Committee and Board packets. BSEDA program leaders are each reviewing their program activity related to dues/subscriptions/memberships to ensure we have a good picture of what to expect as we continue planning next year's budget. Some of the variance is due to timing since the YTD budget was annualized and several annual subscriptions were paid in the first half of the fiscal year. However, we expect to end the year spending more than what was budgeted for dues/subscriptions/memberships as we are utilizing a new CRM system that will benefit all of the non-federal programs of the organization. Additionally, we will be sending a team, including two Board members and three BSED senior leaders, to the Aspirational City Visit in June that will add spending to what was budgeted for travel and conferences. And, finally, we are working on a talent research and workshop project to further the mission of our organization. The vacancy savings realized during the 8 months of the fiscal year have put us in a good position to take on these new projects/program initiatives.

Balance Sheet

Cash available for operations: \$1,358,983
Accounts receivable: \$324,477
Due from EDC: \$262,125

Operating cash is deemed to be all of the checking/savings line items on the balance sheet aside from the opportunity fund bank accounts and CDs. A portion of the operating cash has been set aside as reserves for operations and reserves for repair and replacement. The amount set aside as reserves is \$387,242. BSEDA's cash position is good and sufficient to meet the needs of the organization.



The accounts receivable balances outstanding at February 29, 2024 consist of a couple balances that are aged more than 90 days (VBOC and Big Sky EDC). VBOC currently has four months outstanding, and the program director is contacting the federal agency to determine when we will receive payment.

The amount owed from Big Sky EDC is for costs of salaries/wages/fringe benefits and building operations/maintenance for November, December, January, and February is \$262,125 and is reported as due from EDC on the balance sheet. This is an area of concern that we need to act on by working through cash flows and budget cuts for Big Sky EDC. The immediate course of action is to make a minimum payment of \$15,000 each month on the outstanding balance.

Big Sky EDA
Statements of Operations-Actual vs Budget
For the Month and YTD Ended February 29, 2024

	Month			YTD	Fiscal Year	
	Actual	Budget	Variance	Actual	Annual Budget	% Budget Used to Date
Operating Revenue						
County Taxes Mill Levy Revenue	\$ 746	\$ -	\$ 746	\$ 1,463,051	\$ 1,476,001	
Entitlement	-	-	-	134,333	268,665	
Health Ins Mill Levy Revenue	8,480	10,825	(2,345)	62,010	110,240	
Recovery of Protested Taxes	-	-	-	-	1,000	
Department of Defense - APEX	71,878	73,348	(1,470)	542,960	880,171	
EDC Reimbursement	69,076	64,740	4,336	537,268	794,476	
EPA Brownfields - Assessment	13,440	25,237	(11,797)	91,918	302,841	
EPA Brownfields - Grant Admin	-	-	-	12,823	30,492	
EPA Brownfields - RLF	36	-	-	235	-	
APEX Advisor Agreement Support	3,000	3,000	-	24,000	36,000	
MT Dept of Commerce - SBDC	11,250	11,250	-	102,815	135,000	
SBDC Program Income	42,000	-	42,000	42,000	-	
SBA - VBOC	17,002	25,417	(8,415)	121,528	305,000	
Rock31 Membership Revenue	7,354	6,250	1,104	59,764	75,000	
Zoot/Other Room Rent Revenue	453	417	36	4,998	5,000	
Rock31 Barista Rent Revenue	625	700	(75)	4,825	8,400	
Grant Administration	9,125	-	9,125	23,070	9,000	
Total Operating Revenue	254,465	221,184	33,281	3,227,598	4,437,286	73.00%
Operating Expense						
Salaries/Wages	157,283	170,503	(13,220)	1,141,813	1,987,806	
Employer Contributions	51,602	53,782	(2,180)	349,735	605,895	
Advertising	20	117	(97)	1,790	1,400	
Barista Equipment Maintenance	107	208	(101)	576	2,500	
Barista Supplies	-	42	(42)	-	500	
Board Expenses	1,908	83	1,825	4,234	6,000	
Brownfields Assessment Expense	13,440	25,209	(11,769)	91,918	302,841	
Brownfields Grant Admin Expense	-	2,541	(2,541)	12,823	30,492	
Brownfields RLF Expense	36	-	-	235	-	
Building Art and Decor	2,612	-	2,612	3,490	10,000	
Building Operations/Maintenance	10,969	8,698	2,271	70,410	96,200	
Community Development Projects	(500)	(4,249)	3,749	957	49,667	
Conferences	1,600	5,656	(4,056)	18,581	28,400	
Contingency	-	-	-	-	50,000	
Contribution Expense	-	-	-	3,333	-	
Dues/Subscriptions/Memberships	2,841	2,984	(143)	74,827	70,145	
Event Expense	344	-	344	15,565	-	
Hosted Meetings	1,025	494	531	6,231	5,650	
Insurance	4,921	6,275	(1,354)	38,157	71,630	
Marketing	5,316	7,708	(2,392)	49,729	94,075	
Office Equip & Furn < \$5000	1,620	833	787	20,116	12,084	
Office Expense and Supplies	2,368	2,411	(43)	16,928	28,932	
Professional Development	2,283	2,725	(442)	7,838	33,700	
Professional Fees	500	6,667	(6,167)	51,274	114,500	
Property Tax Protests	-	3,750	(3,750)	19,501	45,000	
APEX Subcenter	39,073	46,547	(7,474)	291,518	558,569	

Big Sky EDA
Statements of Operations-Actual vs Budget
For the Month and YTD Ended February 29, 2024

	Month			YTD	Fiscal Year	
	Actual	Budget	Variance	Actual	Annual Budget	% Budget Used to Date
Rent	1,035	1,994	(959)	7,305	22,599	
Repairs	156	950	(794)	8,741	11,400	
Rock 31 Outreach	-	417	(417)	-	5,000	
SBDC Program Expense	30,389			57,889		
Special Assessments BID	-	-	-	1,901	2,500	
Sponsorships	1,312	833	479	7,802	11,000	
Staff Expenses	2,720	825	1,895	8,198	14,700	
Strategic Priorities	-	-	-	250	15,000	
Suspense	3,731	-	3,731	(74)	-	
TEDD	-	-	-	-	1,000	
Telecommunications	4,540	4,916	(376)	34,620	56,425	
Travel	4,313	5,667	(1,354)	49,000	77,675	
Miscellaneous	346	108	238	4,833	3,000	
Total Operating Expense	347,910	358,694	(10,784)	2,472,044	4,426,285	56.00%
Net Operating Revenue (Expense)	(93,445)	(137,510)	44,065	755,554	11,001	
Non-Operating Income and Expense						
Non-Operating Income	11,874	2,083	9,791	82,309	25,000	
Non-Operating Expense	21,958	23,164	(1,206)	175,640	263,436	
Net Non-Operating Income (Expense)	(10,084)	(21,081)	10,997	(93,331)	(238,436)	
Change in Net Assets	\$ (103,529)	\$ (158,591)	\$ 55,062	\$ 662,223	\$ (227,435)	

Big Sky EDA
Statement of Operations by Class
July 2023 through February 2024

	Admin	Central Svcs	Engagement	Comm Dev	Finance	Mem-Invt	Recruitment	APEX Accelerator	Rock31	SBDC	VBOC	Workforce	TOTAL
Operating Revenue													
County Taxes Mill Levy Revenue	\$ 1,463,051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,463,051
Entitlement	134,333	-	-	-	-	-	-	-	-	-	-	-	134,333
Health Ins Mill Levy Revenue	-	16,960	7,420	9,275	-	4,240	6,095	8,480	-	8,480	-	1,060	62,010
Department of Defense - APEX	-	-	-	-	-	-	-	542,960	-	-	-	-	542,960
EDC Reimbursement	-	56,789	69,137	-	367,675	43,667	-	-	-	-	-	-	537,268
EPA Brownfields - Assessment	-	-	-	91,918	-	-	-	-	-	-	-	-	91,918
EPA Brownfields - Grant Admin	-	-	-	12,823	-	-	-	-	-	-	-	-	12,823
EPA Brownfields - RLF	-	-	-	235	-	-	-	-	-	-	-	-	235
APEX Advisor Agreement Support	-	-	-	-	-	-	-	24,000	-	-	-	-	24,000
MT Dept of Commerce - SBDC	-	-	-	-	-	-	-	-	-	102,815	-	-	102,815
SBDC Program Income	-	-	-	-	-	-	-	-	-	42,000	-	-	42,000
SBA - VBOC	-	-	-	-	-	-	-	-	-	-	121,528	-	121,528
Rock31 Membership Revenue	-	-	-	-	-	-	-	-	59,764	-	-	-	59,764
Zoot/Other Room Rent Revenue	-	-	-	-	-	-	-	-	4,998	-	-	-	4,998
Rock31 Barista Rent Revenue	-	-	-	-	-	-	-	-	4,825	-	-	-	4,825
Grant Administration	-	-	-	-	-	-	-	-	-	23,070	-	-	23,070
Total Operating Revenue	1,597,384	73,749	76,557	114,251	367,675	47,907	6,095	575,440	69,587	176,365	121,528	1,060	3,227,598
Operating Expense													
Salaries/Wages	-	258,049	91,205	125,253	245,737	60,289	33,110	144,435	18,083	92,049	56,232	17,371	1,141,813
Employer Contributions	-	74,461	28,353	41,108	76,031	17,587	11,027	46,134	3,872	30,317	16,038	4,807	349,735
Advertising	-	275	-	-	-	-	-	1,500	-	2	13	-	1,790
Barista Equipment Maintenance	-	-	-	-	-	-	-	-	576	-	-	-	576
Board Expenses	-	4,234	-	-	-	-	-	-	-	-	-	-	4,234
Brownfields Assessment Expense	-	-	-	91,918	-	-	-	-	-	-	-	-	91,918
Brownfields Grant Admin Expense	-	-	-	12,823	-	-	-	-	-	-	-	-	12,823
Brownfields RLF Expense	-	-	-	235	-	-	-	-	-	-	-	-	235
Building Art and Decor	-	-	3,490	-	-	-	-	-	-	-	-	-	3,490
Building Operations/Maintenance	-	9,959	4,851	4,232	10,232	2,106	3,001	4,277	23,832	3,596	3,787	538	70,411
Community Development Projects	-	-	-	957	-	-	-	-	-	-	-	-	957
Conferences	-	2,616	630	200	-	-	6,449	8,100	-	490	35	60	18,580
Contribution Expense	-	-	-	-	-	-	3,333	-	-	-	-	-	3,333
Dues/Subscriptions/Memberships	-	57,867	2,263	1,098	-	-	305	9,075	2,668	1,437	60	54	74,827
Event Expense	-	-	11,269	-	-	-	-	915	1,761	662	925	32	15,564
Hosted Meetings	-	4,190	212	239	-	-	176	79	13	790	42	490	6,231
Insurance	-	4,842	2,854	2,448	6,036	1,235	1,778	2,502	11,628	2,179	2,379	276	38,157
Marketing	-	-	34,961	200	-	-	-	12,720	-	-	301	1,547	49,729
Office Equip & Furn < \$5000	-	11,592	-	-	-	-	510	4,939	1,355	-	1,720	-	20,116
Office Expense and Supplies	-	12,772	376	-	-	-	54	797	2,612	185	131	-	16,927
Professional Development	-	941	1,518	2,000	-	-	1,006	1,138	105	180	-	950	7,838
Professional Fees	-	51,270	-	5	-	-	-	-	-	-	-	-	51,275
Property Tax Protests	19,501	-	-	-	-	-	-	-	-	-	-	-	19,501
APEX Subcenter	-	-	-	-	-	-	-	291,518	-	-	-	-	291,518
Rent	-	796	681	1,021	1,613	341	449	362	591	681	681	90	7,306
Repairs	-	8,741	-	-	-	-	-	-	-	-	-	-	8,741
SBDC Program Expense	-	-	-	-	-	-	-	-	-	57,889	-	-	57,889
Special Assessments BID	-	1,901	-	-	-	-	-	-	-	-	-	-	1,901
Sponsorships	-	620	5,382	-	-	-	-	-	300	-	-	1,500	7,802
Staff Expenses	-	4,020	3,848	12	-	-	-	255	-	62	-	-	8,197
Strategic Priorities	-	250	-	-	-	-	-	-	-	-	-	-	250
Suspense	-	-	-	-	-	-	-	-	-	-	(74)	-	(74)
Telecommunications	-	5,720	2,271	2,610	3,970	817	1,414	3,779	9,405	2,316	1,988	330	34,620
Travel	-	3,442	654	1,631	-	-	5,114	11,963	286	7,102	14,411	4,398	49,001
VBOC Indirect Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	55	2,463	137	-	-	-	-	81	2,086	-	-	11	4,833
Total Operating Expense	19,556	521,021	194,955	287,990	343,619	82,375	67,726	544,569	79,173	199,937	98,669	32,454	2,472,044
Net Operating Revenue (Expense)	1,577,828	(447,272)	(118,398)	(173,739)	24,056	(34,468)	(61,631)	30,871	(9,586)	(23,572)	22,859	(31,394)	755,554

Big Sky EDA
Statement of Operations by Class
July 2023 through February 2024

	Admin	Central Svcs	Engagement	Comm Dev	Finance	Mem-Invt	Recruitment	APEX Accelerator	Rock31	SBDC	VBOC	Workforce	TOTAL
Non-Operating Income and Expense													
Non-Operating Income	41,268	41,041	-	-	-	-	-	-	-	-	-	-	82,309
Non-Operating Expense	-	25,845	11,744	10,264	25,223	5,193	7,397	10,542	58,940	8,860	9,375	2,257	175,640
Net Non-Operating Income (Expense)	<u>41,268</u>	<u>15,196</u>	<u>(11,744)</u>	<u>(10,264)</u>	<u>(25,223)</u>	<u>(5,193)</u>	<u>(7,397)</u>	<u>(10,542)</u>	<u>(58,940)</u>	<u>(8,860)</u>	<u>(9,375)</u>	<u>(2,257)</u>	<u>(93,331)</u>
Change in Net Assets	<u>\$ 1,619,096</u>	<u>\$ (432,076)</u>	<u>\$ (130,142)</u>	<u>\$ (184,003)</u>	<u>\$ (1,167)</u>	<u>\$ (39,661)</u>	<u>\$ (69,028)</u>	<u>\$ 20,329</u>	<u>\$ (68,526)</u>	<u>\$ (32,432)</u>	<u>\$ 13,484</u>	<u>\$ (33,651)</u>	<u>\$ 662,223</u>

Big Sky EDA
Balance Sheet - Comparison with Previous Year
As of February 29, 2024

	February 29, 2024	February 28, 2023	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
Main Operating - FIB	\$ 498,613	\$ 211,298	\$ 287,315	136%
Recovered Property Taxes - FIB	627	626	1	0%
Operating Reserve - FIB	252,540	64,466	188,074	292%
Reserve for Replacement - FIB	134,702	60,333	74,369	123%
Opportunity Fund Bank Accounts	1,136,885	737,379	399,506	54%
Opportunity Fund CDs-current	2,067,151	1,735,672	331,479	19%
Yellowstone County Funds	472,501	488,517	(16,016)	(3%)
Total Checking/Savings	4,563,019	3,298,291	1,264,728	38%
Accounts Receivable				
Accounts Receivable	85,327	414,310	(328,983)	(79%)
Accounts Receivable - APEX	135,492	148,574	(13,082)	(9%)
Accounts Receivable - SBDC	46,565	22,500	24,065	107%
Accounts Receivable - VBOC	43,617	71,489	(27,872)	(39%)
Accounts Receivable-Brownfields	13,476	-	13,476	100%
Total Accounts Receivable	324,477	656,873	(332,396)	(51%)
Other Current Assets				
Due To/Due From EDC	262,125	-	262,125	100%
Tax Levy Receivable	597,621	550,266	47,355	9%
Tax Levy Receivable - Protested	22,623	12,377	10,246	83%
Allowance for Doubtful Accts	(22,623)	(12,377)	(10,246)	(83%)
American Airlines Rev Guarantee	6,887	6,887	-	0%
Prepaid Expenses	21,458	14,334	7,124	50%
Undeposited Funds	10,000	-	10,000	100%
Total Other Current Assets	898,091	571,487	326,604	57%
Total Current Assets	5,785,587	4,526,651	1,258,936	28%
Fixed Assets				
Construction in Progress	-	5,003,014	(5,003,014)	(100%)
Bank Building - Land	301,750	301,750	-	0%
Bank Building - Building	6,303,890	1,473,250	4,830,640	328%
Furniture	227,169	-	227,169	100%
Equipment	6,700	-	6,700	100%
Barista Equipment	12,000	12,000	-	0%
Accumulated Depreciation	(431,531)	(181,431)	(250,100)	(138%)
Total Fixed Assets	6,419,978	6,608,583	(188,605)	(3%)
Other Assets				
Deferred Outflow of Resources	90,930	129,336	(38,406)	(30%)
Opportunity Fund CDs-Noncurrent	-	642,380	(642,380)	(100%)
Deposit	173	173	-	0%
Cabelas Conduit x0603	4,897	260	4,637	1,783%
Right of Use Asset	5,720	7,129	(1,409)	(20%)
Total Other Assets	101,720	779,278	(677,558)	(87%)
TOTAL ASSETS	\$ 12,307,285	\$ 11,914,512	\$ 392,773	3%

Big Sky EDA
Balance Sheet - Comparison with Previous Year
As of February 29, 2024

	February 29, 2024	February 28, 2023	\$ Change	% Change
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$ 112,844	\$ 78,699	\$ 34,145	43%
Credit Cards	20,089	6,585	13,504	205%
Other Current Liabilities				
Accrued Expenses	119,967	77,272	42,695	55%
Compensated Absences	164,112	148,093	16,019	11%
Payroll Liabilities	(11)	(140)	129	92%
Deferred Revenues	12,000	15,000	(3,000)	(20%)
Total Other Current Liabilities	296,068	240,225	55,843	23%
Total Current Liabilities	429,001	325,509	103,492	32%
Long Term Liabilities				
Deferred Inflow of Resources	204,425	386,724	(182,299)	(47%)
Pension Liability	628,001	563,223	64,778	12%
Lease Liability	5,721	7,129	(1,408)	(20%)
Total Long Term Liabilities	838,147	957,076	(118,929)	(12%)
Total Liabilities	1,267,148	1,282,585	(15,437)	(1%)
Equity				
Net Assets	7,666,804	7,242,523	424,281	6%
Contributed Capital	3,193,580	3,193,580	-	0%
Prior Period Adjustment	(482,470)	(482,470)	-	0%
Change in Net Assets	662,223	678,294	(16,071)	(2%)
Total Equity	11,040,137	10,631,927	408,210	4%
TOTAL LIABILITIES & EQUITY	\$ 12,307,285	\$ 11,914,512	\$ 392,773	3%



**Big Sky Economic Development Corporation (BSEDC)
Financial Summary for Board of Directors
FY24 - As of and for the period ended February 29, 2024**

Statement of Operations

Net Operating Expense: \$ 35,638

Factors Driving Net Operating Expense:

Factors contributing to the net operating expense compared to the original approved budget are related to revenue shortfalls of approximately \$80,000 for the first 8 months of the fiscal year. BSEDC budgeted for growth of \$18,000 or approximately 9% over FY23 budgeted revenue for 504 loan origination revenue. BSEDC also budgeted for growth of \$36,000 or approximately 13.5% over FY23 budgeted revenue for member investment. We will not meet these revenue goals in FY24. The 504 loan program has been negatively affected by outside factors, like high interest rates, which have also affected other lenders.

There were other revenue line items that were underbudgeted for FY24. Float income, which is related to the 504 loan program's strong portfolio, exceeds the budget by approximately \$30,000. Additionally, we have realized more interest income from the Federal EDA RLF and SSBCI loan portfolios than what was budgeted. These positive variances help absorb some of the revenue shortfall. Most of the expenses on the Statement of Operations are also under budget as of February 29, 2024.

Notable budget variances:

- 504 Loan Origination \$109,400 less than YTD budget
- Float Income \$ 38,000 more than YTD budget
- Federal EDA RLF Loan Interest \$ 14,600 more than YTD budget
- SSBCI Loan Interest \$ 5,400 more than YTD budget
- Professional Fees (Consulting) \$ 11,000 less than YTD budget

Areas to watch:

Information has been gathered to use for year-end revenue and expense projections and budget adjustments. We anticipate BSEDC's revenues will come in under budget by approximately \$100,000 for the fiscal year. The management team and program leaders have identified several areas where budget adjustments will be made. We will provide proposed budget cuts for expense line items that amount to approximately \$100,000 at the May Executive Committee and Board meetings.

Balance Sheet

Cash available for general operations: \$360,152

Cash designated for loan programs: \$1,152,990

Accounts receivable: \$76,000

Pledges receivable: \$2,500

Loan portfolios: \$2,764,940

Accounts payable: \$41,002

Due to EDA: \$262,125

General operating cash consists of FIB main operating checking and long term reserve bank accounts. BSEDC's cash position for general operations has not been sufficient to cover the full cost of the amount BSEDC owes BSEDA for the cost of employees and building operations and maintenance. Because of this, the amount outstanding from BSEDC for November, December, January, and February is \$262,125 and is reflected in the due to/due from EDA line on the balance sheet. Factors contributing to this are related to the 504 loan origination revenue and member investment shortfalls noted above. Additionally, the cash flows have been affected by slow pay of some member investment pledges. However, as of March 31, 2024 we have collected additional payments of \$43,500 on outstanding accounts receivable balances bringing the remaining unpaid balance to \$32,500.

Big Sky Economic Development Corporation
Statement of Operations - Actual vs Budget
For the Month and YTD Ended February 29, 2024

	Month			YTD	Fiscal Year	
	Actual	Budget	Variance	Actual	Annual Budget	% Budget Used to Date
Operating Revenue						
504 Loan Servicing	\$ 33,213	\$ 33,942	\$ (729)	\$ 270,838	\$ 425,000	
504 Loan Origination	-	2,823	(2,823)	22,585	198,000	
504 Loan Processing Fee Income	-	2,083	(2,083)	20,461	25,000	
504 Loan Closing Attorney Fees	-	1,042	(1,042)	7,500	25,000	
Federal EDA RLF Loan Orig	-	-	-	750	2,500	
Float Income	-	-	-	49,632	20,000	
Member Investment	1,500	-	1,500	179,700	302,000	
Member Investment - Trades	418	-	418	8,136	6,500	
Federal EDA RLF Loan Interest	9,018	7,000	2,018	49,330	52,000	
RLF Business Loan Interest	884	883	1	7,332	12,000	
Stabilization Loan Interest	-	-	-	14	18	
SSBCI Loan Interest	2,049	2,250	(201)	17,406	18,000	
Grant Administration	-	-	-	2,853	7,500	
Donation Income	-	-	-	10,250	-	
Total Operating Revenue	47,082	50,023	(2,941)	646,787	1,093,518	59.00%
Operating Expense						
Advertising	-	-	-	-	200	
Board Expenses	-	42	(42)	565	1,000	
Business Accelerator	-	-	-	-	10,000	
Business Development Outreach	65	79	(14)	248	500	
Business Recruitment and Expans	-	542	(542)	8,071	17,000	
Conferences	-	800	(800)	310	4,000	
Contingency	-	-	-	-	10,000	
Dues/Subscriptions/Memberships	2,806	2,681	125	15,385	21,560	
EDA Reimbursement	69,076	66,269	2,807	537,269	794,476	
Event Expense	2,615	1,733	882	18,108	28,890	
Hosted Meeting Expense	95	828	(733)	3,218	8,400	
Insurance	1,312	950	362	7,556	11,250	
Loan Expenses	4,774	747	4,027	8,039	18,000	
Marketing	-	1,433	(1,433)	12,869	31,000	
Membership Development	242	-	242	1,670	8,500	
Member Investor Trades	418	-	418	8,136	6,500	
Office Equip & Furn < \$5000	-	-	-	329	-	
Office Expenses and Supplies	-	92	(92)	507	650	
Postage	-	8	(8)	3	150	
Professional Development	1,199	1,167	32	5,891	6,500	
Professional Fees						
Accounting	-	-	-	21,000	22,000	
Consulting	-	-	-	-	17,000	
Legal Fees	-	-	-	1,600	3,150	
Attorney Fees - 504 Closing	-	1,042	(1,042)	8,000	25,000	
Total Professional Fees	-	1,042	(1,042)	30,600	67,150	
Rent	193	193	-	2,571	6,000	
Rock31 Outreach	-	333	(333)	-	3,000	
Sponsorships	-	-	-	-	2,150	
Staff Expenses	-	83	(83)	983	1,250	
Telecommunications	270	205	65	1,965	4,020	
Travel	1,703	2,917	(1,214)	17,114	27,000	
Miscellaneous	185	120	65	1,018	900	
Total Operating Expense	84,953	82,264	2,689	682,425	1,090,046	63.00%
Net Operating Revenue (Expense)	(37,871)	(32,241)	(5,630)	(35,638)	3,472	

Big Sky Economic Development Corporation
Statement of Operations - Actual vs Budget
For the Month and YTD Ended February 29, 2024

	Month			YTD	Fiscal Year	
	Actual	Budget	Variance	Actual	Annual Budget	% Budget Used to Date
Non-Operating Income/Expense						
Non-Operating Income						
Coulson Park	-	-	-	25,000	-	
Federal Grant Revenue	-	-	-	718,087	585,000	
Interest Income	200	158	42	1,526	1,900	
Total Non-Operating Income	200	158	42	744,613	586,900	
Non-Operating Expense						
Bad Debt Expense	1,500	-	1,500	6,500	15,000	
Total Non-Operating Expense	1,500	-	1,500	6,500	15,000	
Net Non-Operating Income (Expense)	(1,300)	158	(1,458)	738,113	571,900	
Change in Net Assets	\$ (39,171)	\$ (32,083)	\$ (7,088)	\$ 702,475	\$ 575,372	

Big Sky Economic Development Corporation
Statement of Operations by Class
July 2023 through February 2024

	<u>Coulson Park</u>	<u>Engagement</u>	<u>Finance</u>	<u>G&A</u>	<u>Mem-Invt</u>	<u>Recruitment</u>	<u>Rock31</u>	<u>Workforce</u>	<u>TOTAL</u>
Operating Revenue									
504 Loan Servicing	\$ -	\$ -	\$ 270,838	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,838
504 Loan Origination	-	-	22,585	-	-	-	-	-	22,585
504 Loan Processing Fee Income	-	-	20,461	-	-	-	-	-	20,461
504 Loan Closing Attorney Fees	-	-	7,500	-	-	-	-	-	7,500
Federal EDA RLF Loan Orig	-	-	750	-	-	-	-	-	750
Float Income	-	-	49,632	-	-	-	-	-	49,632
Member Investment	-	-	-	-	179,700	-	-	-	179,700
Member Investment - Trades	-	-	-	-	8,136	-	-	-	8,136
Federal EDA RLF Loan Interest	-	-	49,330	-	-	-	-	-	49,330
RLF Business Loan Interest	-	-	7,332	-	-	-	-	-	7,332
Stabilization Loan Interest	-	-	14	-	-	-	-	-	14
SSBCI Loan Interest	-	-	17,406	-	-	-	-	-	17,406
Grant Administration	-	-	2,853	-	-	-	-	-	2,853
Donation Income	-	-	-	250	-	-	-	10,000	10,250
Total Operating Revenue	-	-	448,701	250	187,836	-	-	10,000	646,787
Operating Expense									
Board Expenses	-	-	-	565	-	-	-	-	565
Business Development Outreach	-	-	248	-	-	-	-	-	248
Business Recruitment and Expans	-	-	-	-	-	8,071	-	-	8,071
Conferences	-	-	215	-	60	35	-	-	310
Dues/Subscriptions/Memberships	-	-	15,060	325	-	-	-	-	15,385
EDA Reimbursement	-	69,137	367,678	56,790	43,664	-	-	-	537,269
Event Expense	-	12,493	2,637	2,197	-	-	723	58	18,108
Hosted Meeting Expense	-	35	115	166	13	2,889	-	-	3,218
Insurance	-	-	-	7,556	-	-	-	-	7,556
Loan Expenses	-	-	8,039	-	-	-	-	-	8,039
Marketing	-	12,297	56	-	-	-	-	516	12,869
Membership Development	-	-	-	-	1,670	-	-	-	1,670
Member Investor Trades	-	-	-	-	8,136	-	-	-	8,136
Office Equip & Furn < \$5000	-	-	329	-	-	-	-	-	329
Office Expenses and Supplies	-	-	351	156	-	-	-	-	507
Postage	-	-	-	3	-	-	-	-	3
Professional Development	-	-	5,091	-	800	-	-	-	5,891
Professional Fees	-	-	9,342	21,000	-	258	-	-	30,600
Rent	-	-	2,571	-	-	-	-	-	2,571
Staff Expenses	-	821	127	35	-	-	-	-	983
Telecommunications	-	600	520	-	520	325	-	-	1,965
Travel	-	4,110	11,174	-	888	882	-	60	17,114
Miscellaneous	-	9	566	7	436	-	-	-	1,018
Total Operating Expense	-	99,502	424,119	88,800	56,187	12,460	723	634	682,425
Net Operating Revenue (Expense)	-	(99,502)	24,582	(88,550)	131,649	(12,460)	(723)	9,366	(35,638)

Big Sky Economic Development Corporation
Statement of Operations by Class
July 2023 through February 2024

	<u>Coulson Park</u>	<u>Engagement</u>	<u>Finance</u>	<u>G&A</u>	<u>Mem-Invt</u>	<u>Recruitment</u>	<u>Rock31</u>	<u>Workforce</u>	<u>TOTAL</u>
Non-Operating Income and Expense									
Non-Operating Income	25,000	-	719,556	57	-	-	-	-	744,613
Non-Operating Expense	-	-	-	-	6,500	-	-	-	6,500
Net Non-Operating Income (Expense)	<u>25,000</u>	<u>-</u>	<u>719,556</u>	<u>57</u>	<u>(6,500)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>738,113</u>
Change in Net Assets	<u>\$ 25,000</u>	<u>\$ (99,502)</u>	<u>\$ 744,138</u>	<u>\$ (88,493)</u>	<u>\$ 125,149</u>	<u>\$ (12,460)</u>	<u>\$ (723)</u>	<u>\$ 9,366</u>	<u>\$ 702,475</u>

Big Sky Economic Development Corporation
Balance Sheet - Previous Year Comparison
As of February 29, 2024

	February 29, 2024	February 28, 2023	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
FIB Main Operating	\$ 110,152	\$ 165,129	\$ (54,977)	(33%)
FIB x0594-Coulson Park	111,599	76,549	35,050	46%
FIB/Stockman - SSBCI Principal	569,483	481,864	87,619	18%
FIB - Long Term Reserve	250,000	250,000	-	0%
FIB - Opportunity Fund	60,943	60,913	30	0%
FIB - Federal EDA RLF	253,034	221,750	31,284	14%
FIB - RLF	330,473	285,050	45,423	16%
Total Checking/Savings	1,685,684	1,541,255	144,429	9%
Accounts Receivable				
Pledges Receivable	2,500	7,500	(5,000)	(67%)
Accounts Receivable	76,000	67,500	8,500	13%
Total Accounts Receivable	78,500	75,000	3,500	5%
Other Current Assets				
Undeposited Funds	2,500	7,750	(5,250)	(68%)
Fed EDA RLF Portfolio - Current	77,310	27,848	49,462	178%
RLF Portfolio - Current	11,882	11,344	538	5%
SSBCI Portfolio - Current	15,718	16,990	(1,272)	(7%)
Stabilization - Current	1,534	14,936	(13,402)	(90%)
Prepaid Expenses	12,565	-	12,565	100%
Total Other Current Assets	121,509	78,868	42,641	54%
Total Current Assets	1,885,693	1,695,123	190,570	11%
Other Assets				
Fed EDA RLF - Non-Current	1,735,789	610,555	1,125,234	184%
RLF Portfolio - Non-Current	167,999	200,949	(32,950)	(16%)
SSBCI Portfolio - Non-Current	754,708	795,368	(40,660)	(5%)
Stabilization - Non-Current	-	7,506	(7,506)	(100%)
Allowance for Loan Losses	(20,150)	(23,856)	3,706	16%
Total Other Assets	2,638,346	1,590,522	1,047,824	66%
TOTAL ASSETS	\$ 4,524,039	\$ 3,285,645	\$ 1,238,394	38%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$ 41,002	\$ 306,283	\$ (265,281)	(87%)
Credit Cards	5,319	10,586	(5,267)	(50%)
Other Current Liabilities				
Due to/Due From EDA	262,125	-	262,125	100%
Accrued Expenses	6,000	-	6,000	100%
Total Other Current Liabilities	268,125	-	268,125	100%
Total Current Liabilities	314,446	316,869	(2,423)	(1%)
Total Liabilities	314,446	316,869	(2,423)	(1%)
Equity				
Retained Earnings	3,507,118	2,939,820	567,298	19%
Change in Net Assets	702,475	28,956	673,519	2,326%
Total Equity	4,209,593	2,968,776	1,240,817	42%
TOTAL LIABILITIES & EQUITY	\$ 4,524,039	\$ 3,285,645	\$ 1,238,394	38%



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT C

Big Sky MT SSBCI 2.0 Loan Requests

I. Big Sky EDC Finance Department is requesting approval for the following SSBCI requests. The participating lender has approved the request, and the request has been reviewed by Big Sky Finance team. The requests meet all the underwriting and eligibility requirements of the program.

1. **Brookstone Monument Co** – Request is for financing the purchase of equipment for Brookstone Monument Co. Big Sky EDC is requesting \$24,250 of MT SSBCI funds to be used in participation with First Interstate Bank. This new equipment will assist the small business with efficiency in their manufacturing of headstones.

Total financing will be \$48,500. Big Sky EDC is partnering with First Interstate Bank on a 50/50 basis. Big Sky is requesting \$24,250* of MT SSBCI funds and FIB will finance \$24,250. We will be in a shared 1st lien position on this piece of equipment. MT SSBCI portion will be a 59-month note at 1.0% fixed rate. Term matches that of FIB. Request has been approved by FIB.

Financing will be contingent upon MT SSBCI approval of the overall request.

*Big Sky Economic Development receives 50% of the repaid MT SSBCI 2.0 funds to be used for future lending purposes.

*Big Sky Economic Development will be assessed an annualized 0.25% service fee by the MT SSBCI 2.0 on a calendar quarter on the balances of all outstanding loans.



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT D

504 LOAN PORTFOLIO OVERVIEW

April 11, 2024

SBA 504 Loan Portfolio – Status as of 12/31/2023:

- Total Loans = 142
- Outstanding Balance = \$69,450,543
- All Current

Calendar Year Activity: 2021 – 2023

	2021	2022	2023	2024 YTD
Loan Approvals	11 (\$6,435,000)	13 (\$13,574,000)	9 (\$6,241,000)	2 (\$1,012,000)
Loan Funding	3 (\$1,807,000)	17 (\$11,888,000)	8 (\$9,422,000)	
Jobs Created/Retained	15	135	105	
Prepaid Loans	33 (\$17,388,723)	17 (\$7,589,870)	10 (\$1,394,101)	1 (\$268,923)

Portfolio Concentration (as of April 1, 2024)

- Accommodation – 14.71% (\$9,790,946)
- Restaurants – 8.67% (\$5,770,236)

504 LOAN PORTFOLIO OVERVIEW

April 11, 2024

Stressed Loans:

- Loans in Catch-Up
 - Camelot Ranch (newly funded – COVID deferment)
 - Gautam Lodging (newly funded – COVID deferment)
 - Montana Linen Supply – RE (newly funded – COVID deferment)
 - Montana Linen Supply – Equip (newly funded – COVID deferment)
 - Pangea Restaurant Group (newly funded – COVID deferment)
- Liquidated Loans – Debentures Repurchased
 - None as of 4/1/24.
 - All previously repurchased loans have been paid in full.

504 LOAN PORTFOLIO OVERVIEW

April 11, 2024

Watch List Loans:

- All loans on Deferment or Catch-up (not newly funded)
- Continue to analyze financials and risk rate all loans annually.
- Annual Risk Ratings - Loans where current financials have not been received at time of review (prior year tax returns) are put on the Watch List as Special Mention.

Other:

- 1 loan delinquent 30+ days as of 4/1/2024 - open communications
- Concentrations stable
- No loans in Liquidation
- Completion of SBA SMART Audit – Acceptable with Corrective Action Required
- ALP Express Audit – No Deficiencies

504 LOAN PORTFOLIO OVERVIEW

April 11, 2024

Attached Reports:

- Lender Portal Report – 12/31/23
- Industry Concentration Report – as of 04/01/24
- Current Portfolio – as of 04/01/24
- Loan Approvals – 07/01/23 – 12/31/23
- Funded Loans – 07/01/23 – 12/31/23
- Prepaid Loan Report – 07/01/22 – 12/31/23

504 LOAN PORTFOLIO OVERVIEW

Lender Portal Information

December 31, 2023

Lender Purchase Rating (LPR) = 1

- Scale of 1 – 5, with 1 being the best

SMART Score = 16

- As of 09/30/2023 = 18 (Prior quarter / prior report)
- Scale of 12-60. Score of 12 is best
 - 12 categories scored on with rating of 1, 3, or 5
- Moderate Risk Items
 - 5-year default rate = 0.56% (Peer 0.46%)
 - Top Industry Concentration Rate = 16.42% (Peer 18.95%)
- Higher Risk Items
 - None

Report Attached

Billings, MT

SMART 16

LRR/LPR 1

Solvency 5

Management 3

Asset Quality 3

Regulatory Compliance 1

Technical Issues 4

OVERVIEW

SMART BENCHMARKS

	Lender Results	Lender Benchmark	Score	Peer Group	Portfolio
Solvency					
5-Year Cumulative Net Yield	1.12%	Lower Risk	1	1.29%	1.18%
12-Month Default Rate	0.00%	Lower Risk	1	0.10%	0.11%
5-Year Default Rate	0.56%	Moderate Risk	3	0.46%	0.37%
Management					
Forecasted Purchase Rate	0.29%	Lower Risk	1	0.61%	1.20%
High Risk Origination Rate	0.00%	Lower Risk	1	4.73%	4.36%
Active Default Liquidation Rate	0.00%	Lower Risk	1	0.24%	0.25%
Asset Quality					
Stressed Rate	0.00%	Lower Risk	1	0.99%	1.20%
5-Year Charge Off Rate	0.86%	Lower Risk	1	1.49%	0.95%
Early Problem Loan Rate	0.00%	Lower Risk	1	2.82%	2.76%

Regulatory Compliance

Minimum Level of 504 Activity	22	Lower Risk	1	22	66
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Technical Issues

Top Industry Concentration Rate	16.42%	Moderate Risk	3	18.95%	13.38%
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Average Redwood Score	61	Lower Risk	1	50.85%	53.34%
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SITE INFORMATION

LOANS
OUTSTANDING
142

GROSS
OUTSTANDING
\$69,450,543.14

SBA SHARE \$
OUTSTANDING
\$69,450,543.14

LENDER PEER GROUP \$30MM to < \$100MM

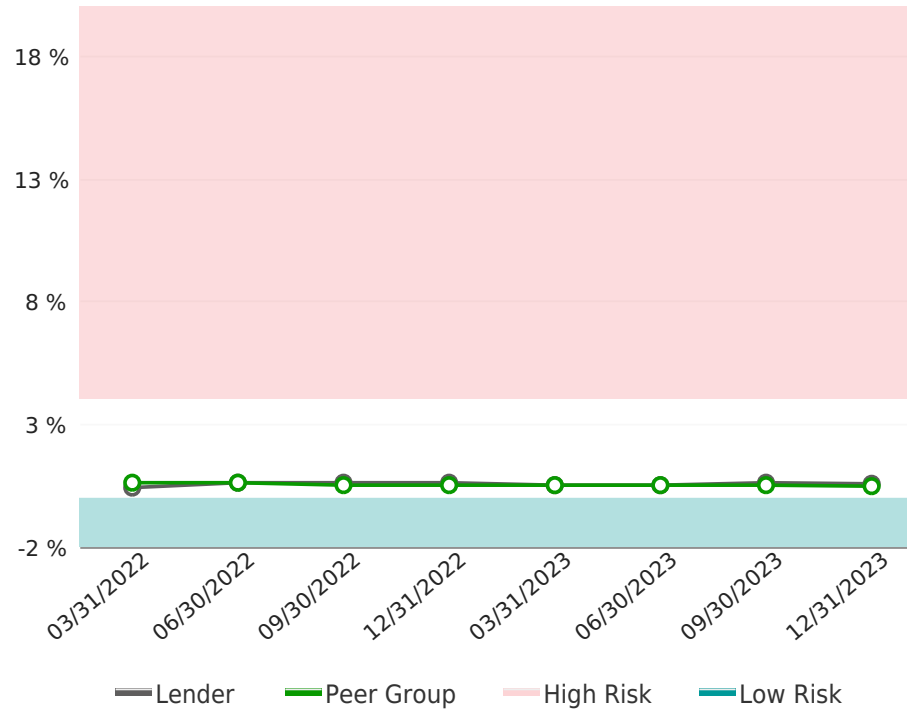
FORECASTED PURCHASE RATE (FPR)

LENDER
0.29%

PEER GROUP
0.61%

SBA PORTFOLIO
1.20%

5 Year Default Rate



CUMULATIVE CASH FLOW LAST 5 YEARS		CDC
Upfront Fees		\$401,688.96
Annual Fees		\$3,592,095.29
Purchases		(\$2,149,496.01)
Recoveries		\$2,434,048.05
Net		\$4,278,336.29
5 Year Cumulative Net Yield	Lower Risk	1.12%
	Peer	1.29%

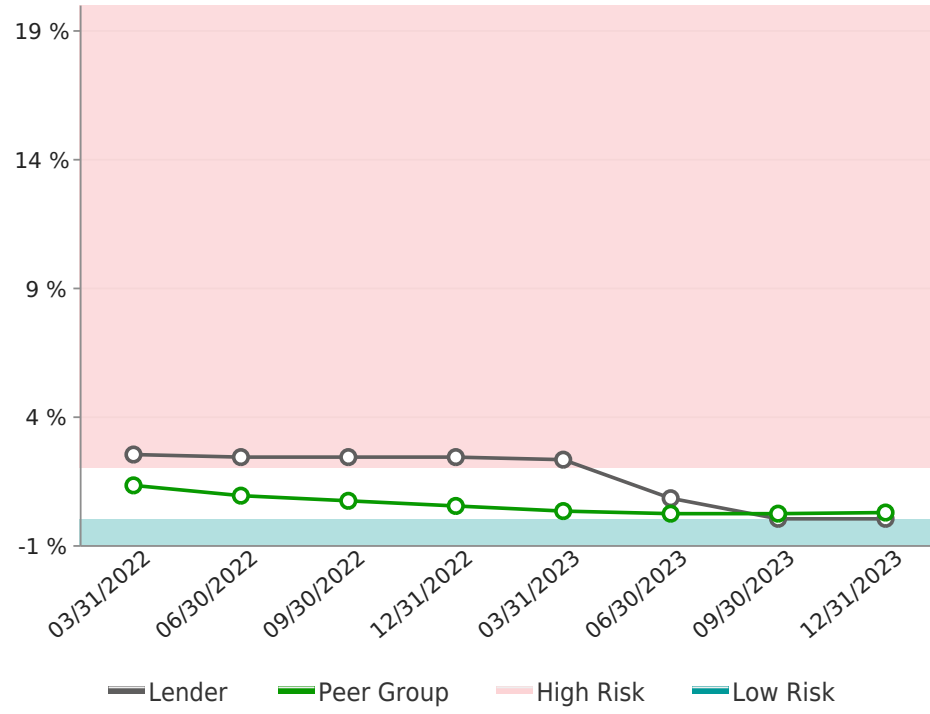
KEY RATES	# of Loans	Lender \$	Lender %	Peer %	Risk
12 Month Default Rate	0	\$0.00	0.00%	0.10%	Lower Risk
5 Year Default Rate	4	\$2,117,971.00	0.56%	0.46%	Moderate Risk
Last 12 Month Charge Off Rate	0	\$0.00	0.00%	0.18%	

BALANCE SHEET	#	\$	%
Gross Committed Loans	11	\$6,654,000.00	
Gross Outstanding Loans	142	\$69,450,543.14	
Active Regular Servicing Loans	139	\$69,450,543.14	
Current	134	\$61,637,843.24	91.33%
Stressed	-	-	0.00%
Past Due	-	-	-
Delinquent	-	-	-
In Catch-Up	5	\$5,850,273.90	8.67%
Deferred	-	-	-

ACTIVE PURCHASES	#	\$	%
Active Purchases - returned to Regular Servicing	3	\$1,962,426.00	2.83%
Active Purchases - in Liquidation	0	\$0.00	0.00%
All Active Purchases	3	\$1,962,426.00	2.83%

ANY ACTIVE PCLP LOANS?	-
Total Original Debenture Amount of Active PCLP Loans	-

Active Default Liquidation Rate



ORINATION RISK (LAST 36 MONTHS)

	\$	CDC %	Peer	Risk
High Risk Origination	-	0.00%	4.73%	Lower Risk

ACTIVE DEFAULT LIQUIDATION RATE

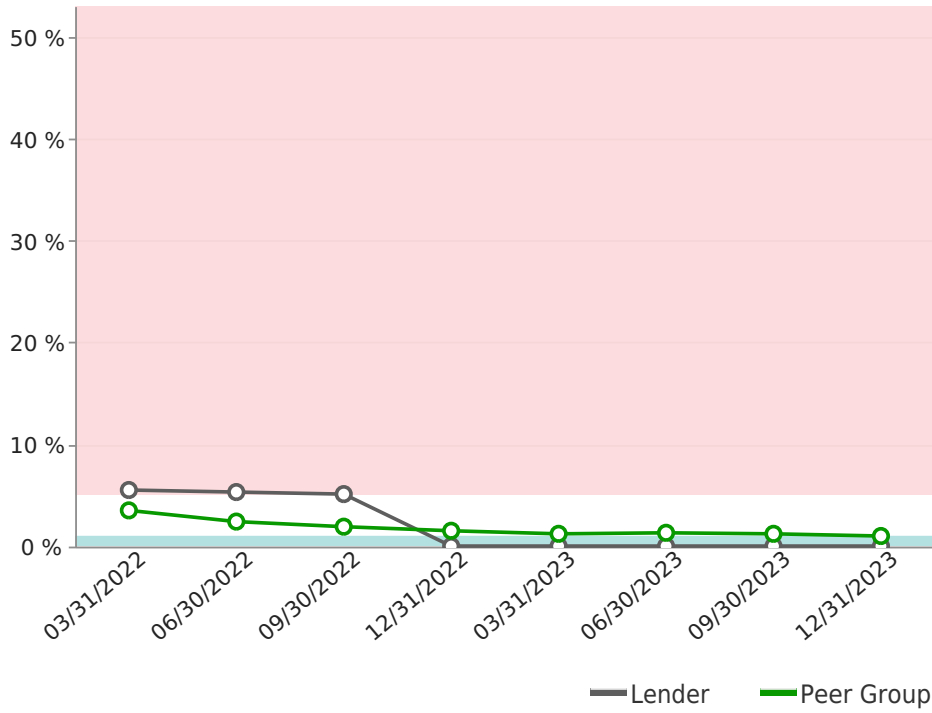
	#	\$	% of Purchase Balance	Risk
Active Default Liquidation	0	\$0.00	0.00%	Lower Risk

FORECASTED PURCHASE RATE

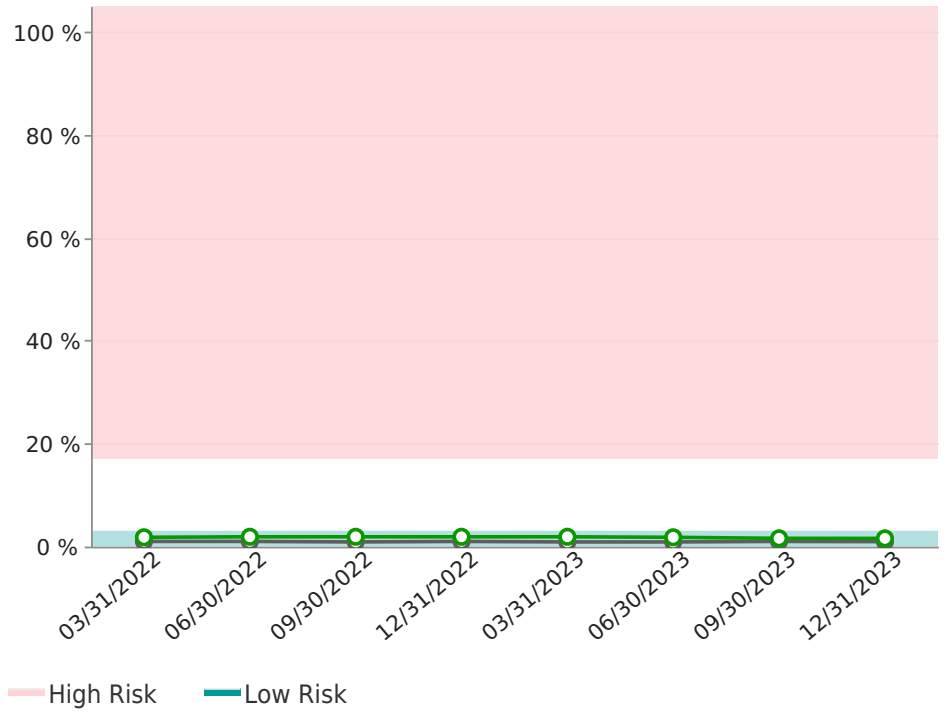
Forecasted Purchase Rate (FPR)	Peer FPR	Risk
0.29%	0.61%	Lower Risk

ASSET QUALITY

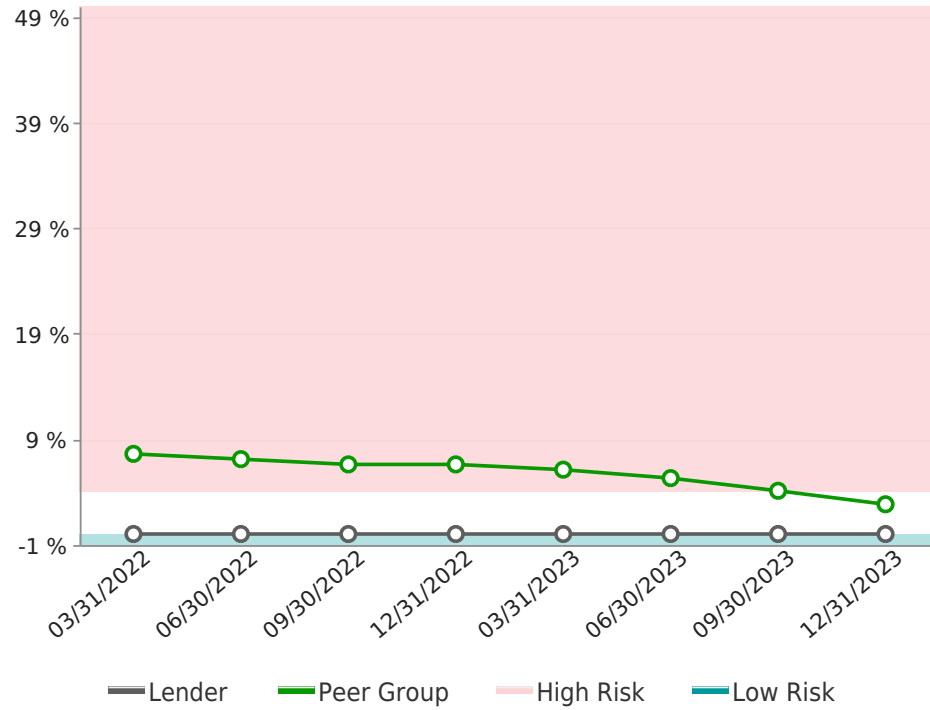
Stressed Rate



5 Year Charge Off Rate



Early Problem Loan Rate Chart



UNDISBURSED APPROVALS	Approved #	Approved \$
Approvals not Disbursed in the past 4 years	11	\$5,903,000.00

EARLY PROBLEM AND DEFAULT (LAST 36 MONTHS)					
	#	\$	CDC %	Peer %	Risk
Early Problem	-	-	0.00%	2.82%	Lower Risk
Early Default	-	-	0.00%	0.03%	

SERVICING RISK

	\$	CDC %	Peer %	Risk
Past Due	-	-	0.33%	
Delinquent	-	-	0.66%	
Deferred	-	-	0.16%	
In Catch-Up	\$5,850,273.90	8.67%	9.14%	
Projected Purchase	-	0.29%	-	
Stressed	-	0.00%	0.99%	Lower Risk

RESOLUTION RISK

	#	\$	CDC %	Peer %
Active Purchases	3	\$1,962,426.00	2.83%	1.94%
12 Month Purchase	0	\$0.00	0.00%	0.10%
Average # months of loans in Active Purchase Status				122.33333333
			CDC %	Peer %
5-Year Charge Off Rate			0.86% Lower Risk	1.49%

VINTAGE ANALYSIS

Disbursement Fiscal Year	# of Disbursed Loans	Disbursed \$	Approval \$ for Disbursed Loans	Surrogate Origination Average SBPS	Gross Purchase Amt of Disbursed Loans for Given FYTD
2011	35	\$15,308,000.00	\$15,542,000.00	-	\$787,659.00
2012	21	\$10,754,000.00	\$10,797,000.00	-	\$0.00
2013	39	\$27,665,000.00	\$27,918,000.00	-	\$1,428,776.00
2014	20	\$13,047,000.00	\$13,255,000.00		\$533,831.00
2015	16	\$12,706,000.00	\$12,782,000.00		\$0.00
2016	17	\$11,315,000.00	\$11,674,000.00	-	\$1,025,670.00
2017	13	\$6,285,000.00	\$6,395,000.00	-	\$0.00
2018	10	\$7,775,000.00	\$8,155,000.00	-	\$0.00
2019	10	\$8,232,000.00	\$8,599,000.00	-	\$0.00
2020	16	\$14,040,000.00	\$14,063,000.00	-	\$0.00
2021	2	\$1,306,000.00	\$1,470,000.00	-	\$0.00
2022	17	\$11,217,000.00	\$11,301,000.00	-	\$0.00
2023	8	\$10,043,000.00	\$10,058,000.00	-	\$0.00
2024	1	\$551,000.00	\$551,000.00	-	\$0.00

REGULAR SERVICING AND RESOLUTIONS

Sum of Dollars ▼

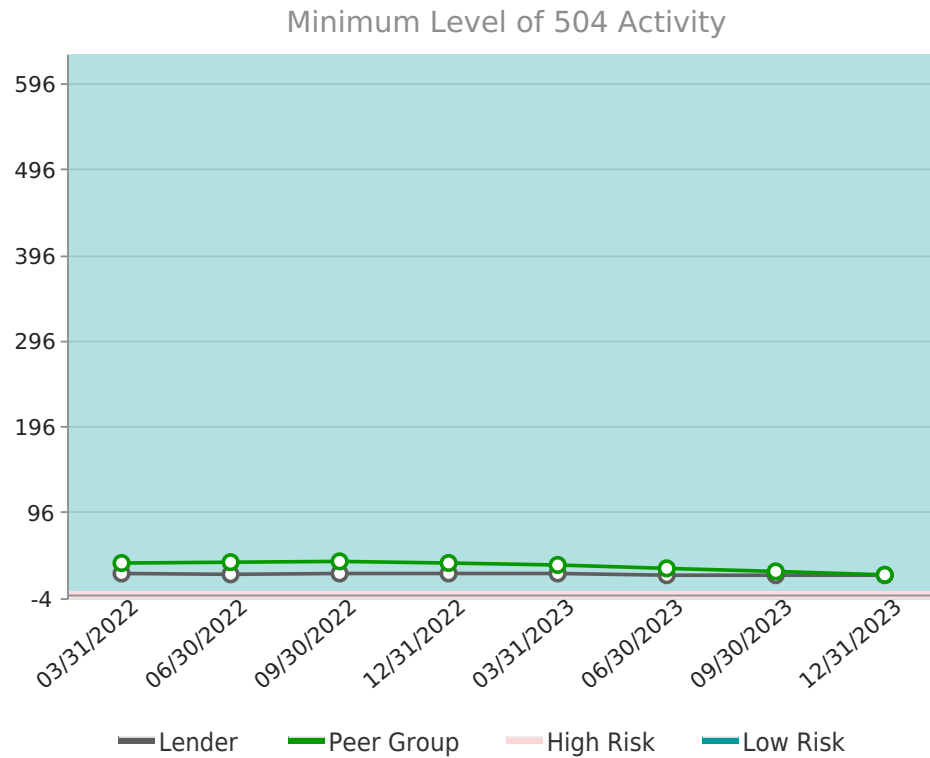
Delivery Method	Gross #	Gross Outstanding	Current	Past Due	Delinquent	Deferred	In-Catch Up	Active Purch
ALP	112	\$55,133,354.23	\$48,095,997.38	-	-	-	\$5,205,835.85	\$1,831,521.00
504REG	23	\$10,374,877.37	\$10,243,972.37	-	-	-	-	\$130,905.00
PCLP	-	-	-	-	-	-	-	-
504RFI	5	\$3,563,382.24	\$2,918,944.19	-	-	-	\$644,438.05	-
504D	-	-	-	-	-	-	-	-
Total	140	\$69,071,613.84	\$61,258,913.94	-	-	-	\$5,850,273.90	\$1,962,426.00

REGULAR SERVICING AND RESOLUTIONS

% of Total Balance ▼

Delivery Method	Gross Outstanding	Current	Past Due	Delinquent	Deferred	In-Catch Up	Active Purch
ALP	79.39%	69.25%	-	-	-	7.50%	2.64%
504REG	14.94%	14.75%	-	-	-	-	0.19%
PCLP	-	-	-	-	-	-	-
504RFI	5.13%	4.20%	-	-	-	0.93%	-
504D	-	-	-	-	-	-	-
Total	99.45%	88.21%	-	-	-	8.42%	2.83%

REGULATORY COMPLIANCE



STATE OF INCORPORATION	
In what state is the CDC incorporated?	MT

MINIMUM LEVEL OF 504 EXPERIENCE		
# of Loans Approved the Past 2 Years	22	Lower Risk

LOAN APPROVALS

Approval FY	Approved #	Approved \$
2019	16	\$14,813,000.00
2020	6	\$2,905,000.00
2021	12	\$6,683,000.00
2022	13	\$13,808,000.00
2023	9	\$5,377,000.00
2024	2	\$2,021,000.00
Total	58	\$45,607,000.00

TOP INDUSTRY CONCENTRATION RATE

NAICS Subsector Code	721	
NAICS Subsector	Accommodation	
# of Loans	14	
\$	\$11,401,765.71	
%	16.42%	Moderate Risk

TOP 10 NAICS

NAICS Subsector Code	NAICS Subsector	Gross #	Gross \$	%
721	Accommodation	14	\$11,401,765.71	16.42%
722	Food Services and Drinking Places	10	\$6,090,127.74	8.77%
444	Building Material and Garden Equipment and Supplies Dealers	9	\$5,435,006.27	7.83%
811	Repair and Maintenance	5	\$4,832,699.01	6.96%
621	Ambulatory Health Care Services	20	\$4,556,082.86	6.56%
812	Personal and Laundry Services	4	\$4,143,467.49	5.97%
531	Real Estate	7	\$2,916,203.15	4.20%
441	Motor Vehicle and Parts Dealers	5	\$2,756,784.08	3.97%
541	Professional, Scientific, and Technical Services	9	\$2,510,404.00	3.61%
445	Food and Beverage Stores	4	\$2,381,048.29	3.43%

TOP 5 FRANCHISES

Franchise Rank	Franchise Name	# of Loans	\$	%
1	Ace Hardware	3	\$2,542,351.01	3.66%
2	SPRINGHILL SUITES	1	\$2,168,400.74	3.12%
3	MICROTEL	1	\$1,489,302.00	2.14%
4	HOLIDAY INN EXPRESS	1	\$1,434,642.33	2.07%
5	BEST WESTERN INN	1	\$1,359,084.51	1.96%
Total Franchise Portfolio:		23	\$17,205,845.50	24.77%

TOP 5 STATES

State	# of Loans	\$	%
MT	141	\$68,829,153.69	99.11%
WY	1	\$621,389.45	0.89%
-	-	-	-
-	-	-	-
-	-	-	-

Report Name: Management Report - Industry Concentration - Top 4 Industry Concentration
Organization Name: Big Sky Economic Development Corporation
Report Date: 4/1/2024

Loan #	NAICS Description	NAICS Code	Project Total Costs Amount	Primary Loan Balance	Loan Status		
71156250-02	Limited-Service Restaurants	722513	600,750.00	165,394.22	Current		
53255350-09	Full-Service Restaurants	722511	2,507,361.75	526,723.20	Current		
93201550-01	Full-Service Restaurants	722511	3,691,287.08	1,039,031.83	Current		
35375770-05	Full-Service Restaurants	722511	1,851,891.36	653,105.27	Current		
72657687-00	Full-Service Restaurants	722511	2,011,213.00	763,379.95	Current		
38052770-06	Full-Service Restaurants	722511	2,317,500.00	734,193.71	Catch-Up		
40887891-08	Full-Service Restaurants	722511	3,799,826.22	1,335,625.41	Current		
80484750-09	Full-Service Restaurants	722511	1,507,940.00	410,310.66	Current	9	
53717150-05	Full-Service Restaurants	722511	579,000.00	142,471.54	Current	5,770,235.79	8.67%
42699470-06	Rooming and Boarding Houses, Dormitories, and Workers' Camps	721310	1,800,000.00	639,707.33	Catch-Up		
60189771-07	Hotels (except Casino Hotels) and Motels	721110	2,265,778.00	616,828.00	Catch-Up		
96132150-10	Hotels (except Casino Hotels) and Motels	721110	1,800,000.00	415,528.69	Current		
17747170-04	Hotels (except Casino Hotels) and Motels	721110	7,445,500.00	2,150,518.54	Current		
77001650-07	Hotels (except Casino Hotels) and Motels	721110	735,446.86	150,338.89	Current		
79556750-09	Hotels (except Casino Hotels) and Motels	721110	1,341,905.45	322,353.68	Current		
50689950-05	Hotels (except Casino Hotels) and Motels	721110	14,900,000.00	796,385.23	Current		
60215850-08	Hotels (except Casino Hotels) and Motels	721110	6,612,478.00	1,343,229.96	Current		
59638850-03	Hotels (except Casino Hotels) and Motels	721110	2,806,978.93	598,263.10	Current		
90593040-08	Hotels (except Casino Hotels) and Motels	721110	2,480,000.00	109,259.74	Current		
45523550-09	Hotels (except Casino Hotels) and Motels	721110	932,118.65	147,359.71	Current		
68606750-01	Hotels (except Casino Hotels) and Motels	721110	5,805,250.00	1,086,631.75	Current	13	
45051250-07	Hotels (except Casino Hotels) and Motels	721110	7,999,875.00	1,414,541.56	Current	9,790,946.18	14.71%
41324350-02	Offices of Physical, Occupational and Speech Therapists, and Audiologists	621340	705,250.00	116,236.45	Current		
52819050-10	Offices of Physical, Occupational and Speech Therapists, and Audiologists	621340	806,115.00	170,505.54	Current		
47289150-05	Offices of Physical, Occupational and Speech Therapists, and Audiologists	621340	914,264.87	157,906.97	Current		
37393470-04	Offices of Physical, Occupational and Speech Therapists, and Audiologists	621340	969,005.00	350,911.27	Current		
35855470-01	Offices of Mental Health Practitioners (except Physicians)	621330	338,613.77	124,202.92	Current		
96489282-06	Offices of Mental Health Practitioners (except Physicians)	621330	836,700.00	320,736.78	Current		
46798550-03	Offices of Mental Health Practitioners (except Physicians)	621330	300,434.42	57,241.98	Current		
51465850-07	Offices of Optometrists	621320	1,698,594.96	354,305.32	Current		
88319750-08	Offices of Chiropractors	621310	277,975.00	83,318.83	Current		
57708950-10	Offices of Chiropractors	621310	284,444.00	63,392.44	Current		
90965884-08	Offices of Chiropractors	621310	254,975.00	96,661.66	Current		
71838289-08	Offices of Dentists	621210	2,641,472.34	1,005,616.28	Current		
27048670-02	Offices of Dentists	621210	1,783,994.00	630,703.49	Current		
49462650-09	Offices of Dentists	621210	371,000.00	75,020.14	Current		
28989760-01	Offices of Dentists	621210	632,506.57	84,395.28	Current		
72065350-05	Offices of Dentists	621210	465,404.04	135,248.31	Current		
96240950-06	Offices of Dentists	621210	1,283,445.00	391,461.53	Current		
37853050-01	Offices of Physicians, Mental Health Specialists	621112	449,203.77	73,572.18	Current	19	
46513350-09	Offices of Physicians, Mental Health Specialists	621112	883,133.46	162,581.89	Current	4,454,019.26	6.69%
25990570-03	Other Building Material Dealers	444190	646,206.86	201,168.15	Current		
46592491-04	Other Building Material Dealers	444180	2,211,730.16	890,534.14	Current		
51016891-02	Hardware Retailers	444140	2,016,888.00	818,978.04	Current		
21009970-05	Hardware Retailers	444140	2,015,017.00	638,738.52	Current		
27997870-04	Hardware Retailers	444140	3,258,859.88	1,069,623.31	Current		
83552250-04	Hardware Retailers	444140	2,311,822.81	667,790.00	Current		
40944150-05	Hardware Retailers	444140	2,977,617.45	548,414.36	Current		
59436550-07	Hardware Stores	444130	962,871.50	227,644.61	Current	9	
32268160-01	Hardware Stores	444130	2,130,479.19	323,147.29	Current	5,386,038.42	8.09%
Sum (Total Portfolio)			264,595,542.36	66,575,509.24			

Report Name: Funded 504 Loans in Portfolio
Organization Name: Big Sky Economic Development Corporation
Report Date: 4/1/2024

Loan #	Current Balance	Funded Date	Maturity Date	Loan Status
38397970-07	639,707.33	08/12/2020	08/01/2045	Catch-Up
38397370-00	616,828.00	08/12/2020	08/01/2045	Catch-Up
60189771-07	2,043,247.86	06/17/2020	06/01/2045	Catch-Up
42699470-06	734,193.71	06/17/2020	06/01/2045	Catch-Up
38052770-06	1,769,563.77	06/17/2020	06/01/2040	Catch-Up
55536350-06	546,845.05	10/11/2023	10/01/2048	Current
12831291-00	818,978.04	09/13/2023	09/01/2048	Current
57708950-10	229,953.75	07/14/2023	07/01/2048	Current
96240950-06	147,684.89	06/14/2023	06/01/2048	Current
90593040-08	890,534.14	05/17/2023	05/01/2048	Current
50519250-10	4,052,898.70	03/15/2023	03/01/2048	Current
54601950-06	1,335,625.41	03/15/2023	03/01/2048	Current
82890950-03	1,221,704.79	02/15/2023	02/01/2048	Current
53717150-05	1,139,938.24	11/16/2022	11/01/2047	Current
49208250-02	1,162,533.51	08/17/2022	08/01/2047	Current
50689950-05	731,751.79	08/17/2022	08/01/2047	Current
49462650-09	204,813.48	08/17/2022	08/01/2047	Current
49985850-02	208,025.47	06/15/2022	06/01/2047	Current
42956270-08	754,451.88	06/15/2022	06/01/2047	Current
51391591-02	1,005,616.28	06/15/2022	06/01/2047	Current
38355550-05	1,024,546.74	05/11/2022	05/01/2047	Current
63329650-01	320,736.78	04/13/2022	04/01/2047	Current
31250470-03	799,905.51	03/16/2022	03/01/2047	Current
35375770-05	1,175,776.02	03/16/2022	03/01/2047	Current
88673250-03	338,260.47	02/16/2022	02/01/2047	Current
85332782-07	194,499.69	02/16/2022	02/01/2047	Current
83015650-06	763,379.95	01/12/2022	01/01/2047	Current
44305291-07	465,923.40	12/15/2021	12/01/2046	Current
59566650-09	707,705.57	09/15/2021	09/01/2046	Current
74475750-07	486,403.38	05/12/2021	05/01/2046	Current
96132150-10	124,202.92	08/12/2020	08/01/2045	Current
65258350-04	540,357.17	03/11/2020	03/01/2045	Current
29451860-04	350,911.27	01/15/2020	01/01/2045	Current
69471150-00	772,705.75	01/15/2020	01/01/2045	Current
35855470-01	259,747.47	12/11/2019	12/01/2044	Current
42523170-09	1,069,623.31	11/13/2019	11/01/2044	Current
35842350-08	653,105.27	06/12/2019	06/01/2044	Current
47289150-05	623,810.32	06/12/2019	06/01/2044	Current
90434750-04	630,703.49	06/12/2019	06/01/2044	Current

Loan #	Current Balance	Funded Date	Maturity Date	Loan Status
32268160-01	415,908.18	01/16/2019	01/01/2044	Current
45051250-07	201,168.15	11/14/2018	11/01/2043	Current
27048670-02	1,239,765.82	08/17/2022	08/01/2042	Current
48478691-10	170,040.74	07/15/2022	07/01/2042	Current
25990570-03	96,661.66	01/12/2022	01/01/2042	Current
45523550-09	384,523.07	08/12/2020	08/01/2040	Current
59638850-03	158,003.50	12/11/2019	12/01/2039	Current
31429091-04	182,821.20	12/11/2019	12/01/2039	Current
96489282-06	662,589.70	09/11/2019	09/01/2039	Current
71838289-08	157,051.07	04/17/2019	04/01/2039	Current
69417850-01	276,970.47	03/13/2019	03/01/2039	Current
19023691-02	2,150,518.54	11/14/2018	11/01/2038	Current
98597890-01	1,039,031.83	06/13/2018	06/01/2038	Current
12830491-00	398,513.81	05/16/2018	05/01/2038	Current
82687950-02	638,738.52	04/11/2018	04/01/2038	Current
17747170-04	301,583.34	04/11/2018	04/01/2038	Current
52819050-10	415,528.69	12/13/2017	12/01/2037	Current
93201550-01	261,296.17	12/13/2017	12/01/2037	Current
21009970-05	391,461.53	10/11/2017	10/01/2037	Current
46798550-03	88,706.54	08/16/2017	08/01/2037	Current
53478450-09	258,805.58	06/14/2017	06/01/2037	Current
39704370-10	220,275.75	06/14/2017	06/01/2037	Current
55089650-01	302,845.70	05/17/2017	05/01/2037	Current
59436550-07	83,318.83	02/15/2017	02/01/2037	Current
88319750-08	651,597.93	02/15/2017	02/01/2037	Current
27123460-03	126,795.09	12/14/2016	12/01/2036	Current
83552250-04	667,790.00	12/14/2016	12/01/2036	Current
86566550-08	135,248.31	12/14/2016	12/01/2036	Current
31429291-10	345,325.07	10/12/2016	10/01/2036	Current
47252250-04	247,921.66	07/13/2016	07/01/2036	Current
51465850-07	322,353.68	06/15/2016	06/01/2036	Current
90965884-08	79,420.12	06/15/2016	06/01/2036	Current
72657687-00	490,538.83	06/15/2016	06/01/2036	Current
77001650-07	144,195.89	04/13/2016	04/01/2036	Current
35377470-08	410,310.66	03/16/2016	03/01/2036	Current
37393470-04	150,338.89	02/17/2016	02/01/2036	Current
86931650-02	165,394.22	01/13/2016	01/01/2036	Current
41324350-02	1,343,229.96	12/16/2015	12/01/2035	Current
26875570-00	304,111.39	10/14/2015	10/01/2035	Current
87986490-06	1,968,621.22	10/14/2015	10/01/2035	Current
92139282-07	987,319.23	08/12/2015	08/01/2035	Current
61645840-09	530,805.61	07/15/2015	07/01/2035	Current
24926170-05	429,605.64	05/13/2015	05/01/2035	Current

Loan #	Current Balance	Funded Date	Maturity Date	Loan Status
46592491-04	187,716.24	05/13/2015	05/01/2035	Current
84316050-03	187,143.10	04/15/2015	04/01/2035	Current
64189550-10	273,645.51	12/17/2014	12/01/2034	Current
79556750-09	1,086,631.75	11/12/2014	11/01/2034	Current
61065750-04	216,398.16	10/15/2014	10/01/2034	Current
51902550-10	556,819.03	09/17/2014	09/01/2034	Current
38704970-09	71,580.57	08/13/2014	08/01/2034	Current
67395350-03	178,805.29	07/16/2014	07/01/2034	Current
36810070-03	61,575.11	07/16/2014	07/01/2034	Current
71087250-10	598,263.10	06/11/2014	06/01/2034	Current
31429991-09	142,471.54	06/11/2014	06/01/2034	Current
68327150-03	1,414,541.56	12/11/2013	12/01/2033	Current
71156250-02	227,644.61	11/13/2013	11/01/2033	Current
40202791-01	901,666.53	10/16/2013	10/01/2033	Current
75155140-07	469,994.58	09/11/2013	09/01/2033	Current
28727470-00	355,187.55	08/14/2013	08/01/2033	Current
27997870-04	92,537.17	08/14/2013	08/01/2033	Current
75929250-01	63,392.44	06/12/2013	06/01/2033	Current
80296850-07	61,279.14	06/12/2013	06/01/2033	Current
30119191-07	459,598.72	06/12/2013	06/01/2033	Current
37931770-02	334,941.58	05/15/2013	05/01/2033	Current
55719750-07	170,505.54	04/17/2013	04/01/2033	Current
41684591-03	256,319.97	04/17/2013	04/01/2033	Current
81132840-01	178,463.87	03/13/2013	03/01/2033	Current
30706070-07	526,723.20	03/13/2013	03/01/2033	Current
51016891-02	147,359.71	03/13/2013	03/01/2033	Current
37853050-01	229,970.09	02/13/2013	02/01/2033	Current
13108491-00	354,305.32	02/13/2013	02/01/2033	Current
62849650-06	78,992.60	10/17/2012	10/01/2032	Current
63238050-08	75,020.14	09/12/2012	09/01/2032	Current
37387150-03	129,632.33	06/13/2012	06/01/2032	Current
33688391-10	796,385.23	06/13/2012	06/01/2032	Current
42727750-01	162,581.89	03/14/2012	05/01/2032	Current
14069970-03	59,843.40	05/16/2012	05/01/2032	Current
28989760-01	157,906.97	02/15/2012	02/01/2032	Current
53091250-04	57,241.98	12/14/2011	12/01/2031	Current
60215850-08	548,414.36	12/14/2011	12/01/2031	Current
33705050-00	106,322.96	06/15/2011	06/01/2031	Current
46513350-09	35,553.29	12/15/2010	12/01/2030	Current
68606750-01	116,236.45	10/13/2010	10/01/2030	Current
28719560-06	575,344.82	08/11/2010	08/01/2030	Current
40887891-08	458,977.96	08/11/2010	08/01/2030	Current
42861291-10	510,990.52	07/14/2010	07/01/2030	Current

Loan #	Current Balance	Funded Date	Maturity Date	Loan Status
40944150-05	73,572.18	06/16/2010	06/01/2030	Current
30594160-01	23,427.48	03/17/2010	03/01/2030	Current
61868350-09	260,919.93	02/17/2010	02/01/2030	Current
70227950-08	91,073.69	10/14/2009	10/01/2029	Current
38167250-02	323,147.29	06/17/2009	06/01/2029	Current
72065350-05	112,687.59	10/15/2008	10/01/2028	Current
37207750-01	55,404.57	06/11/2008	06/01/2028	Current
65103950-00	69,186.55	10/15/2008	05/01/2028	Current
80484750-09	84,395.28	06/11/2008	02/01/2028	Current
33422370-08	110,526.91	06/14/2006	06/01/2026	Current
54303650-08	109,259.74	12/14/2005	12/01/2025	Current
53255350-09	18,329.82	03/16/2005	03/01/2025	Current
93513050-01	14,399.97	11/17/2004	11/01/2024	Current
Sum	66,575,509.24			
Average	482,431.23			
# Loans	138			

Report Name: Approved 504 Loans - (07/01/2023 - 12/31/2023)
Organization Name: Big Sky Economic Development Corporation
Report Date: 4/1/2024

Loan #	Total Project Costs	SBA Gross Debenture	SBA Approval Date	Jobs Created	Jobs Retained
51853391-09	407,400.00	169,000.00	07/12/2023	5.00	
52431791-08	1,534,500.00	620,000.00	08/05/2023	8.00	
55602191-00	2,807,904.00	1,150,000.00	11/27/2023		4.00
55968591-06	2,118,700.00	869,000.00	12/14/2023	5.00	
Sum	6,868,504.00	2,808,000.00		18.00	4.00
Average	1,717,126.00	702,000.00		4.50	1.00

Report Name: Funded Loans (07/01/2023 - 12/31/2023)
Organization Name: Big Sky Economic Development Corporation
Report Date: 4/1/2024

Loan #	Total Project Costs	SBA Gross Debenture	Processing Fee	Funded Date	Jobs Created	Jobs Retained
44305291-07	563,290.00	233,000.00	3,379.74	07/14/2023	14.00	0.00
51016891-02	2,016,888.00	827,000.00	12,101.33	09/13/2023	25.00	0.00
51391591-02	1,340,000.00	551,000.00	8,040.00	10/11/2023	1.00	9.00
Sum	3,920,178.00	1,611,000.00	23,521.07		40.00	9.00
Average	1,306,726.00	537,000.00	7,840.36		13.33	3.00

Report Name: Prepaid Report (07/01/2023 - 12/31/2023)
Organization Name: Big Sky Economic Development Corporation
Report Date: 4/1/2024

Loan #	Funded Date	Payoff Date	Original Balance	Payoff Balance
24177560-05	12/12/2007	08/17/2023	94,000.00	0.00
25803070-06	11/13/2019	09/11/2023	2,170,000.00	1,961,108.27
38394250-09	03/16/2011	08/17/2023	219,000.00	0.00
59677240-02	11/12/2003	11/01/2023	88,000.00	578.46
73046340-08	08/11/2004	10/17/2023	85,000.00	6,127.08
77459050-08	10/14/2015	08/17/2023	704,000.00	564,013.50
Sum			3,360,000.00	2,531,827.31
Average			560,000.00	421,971.22
Count				6



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT E



DCI Talent Research Proposal for Big Sky Economic Development

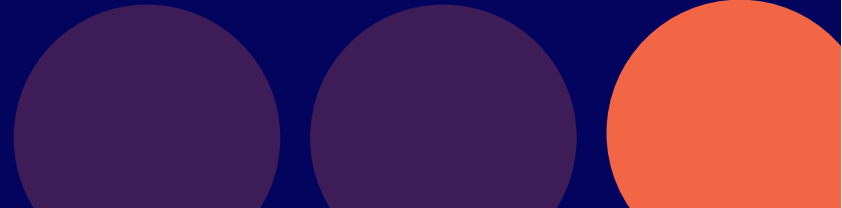
Talent Attraction & Retention Research

Submitted on February 15, 2023



About DCI

The Leader in Marketing Places





Economic Development • Tourism • Talent Attraction

63
YEARS
SPECIALIZING
IN MARKETING
PLACES

500+
places
represented

cities
states
regions
countries

90 

MARKETERS
WITH A PASSION FOR
PLACES

OUR LOCATIONS

New York | Denver

CHARLOTTE | LOS ANGELES | ORLANDO

CINCINNATI | DALLAS

 TORONTO | VANCOUVER | MONTREAL

Who We Are

About DCI



Established in New York City in 1960, Development Counsellors International (DCI) specializes in tourism, economic development and talent attraction marketing. We have worked for more than 500 cities, counties, regions, and states and we understand the challenges and opportunities that communities face.

Ranked a Top 20 Global PR Firm by PR Week and one of Outside Magazine's "Best Places to Work," DCI employs more than 80 of the best and brightest marketing professionals in place marketing. Our agency is headquartered in Union Square in New York City, with regional offices in Denver, Los Angeles and Toronto.

90



MARKETERS
WITH A PASSION FOR
PLACES

OUR LOCATIONS

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CINCINNATI | DALLAS

 TORONTO | VANCOUVER | MONTREAL



500+

REPRESENTED PLACES



Expertise: Our Talent Attraction Services

DCI specializes in all phases of talent attraction marketing – from focus groups, stakeholder workshops and marketing strategy development to brand and website creation and campaign activation. Our campaigns are designed to drive talent engagement and leads and, importantly, ROI for you and your stakeholders.



**Customized Research,
Focus Groups, Intercept
Studies & Perception
Studies**



**Marketing Strategy
& Talent Program
Consulting**



**Website Design
& Development**



Public Relations



**Search Engine
Marketing & Paid
Media**



**Social & Content
Marketing**



**Influencer
Partnerships**



**Brand
Development**

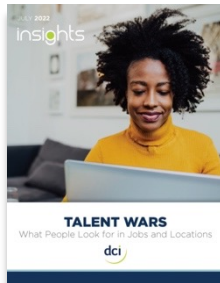


**Speaking
Engagements**

National Research Talent Insights



DCI is the only firm that does both the research and the work when it comes to talent attraction marketing for destinations. Our annual “Talent Wars” report, now in its seventh edition, about how people make decisions about jobs and locations is the leading intelligence behind all of our talent marketing work. Here are a few key takeaways.



56%

report that internet research is a significant driver in shaping their perceptions of a location. **DCI creates award-winning websites and digital campaigns designed to drive leads for relocation.**

43%

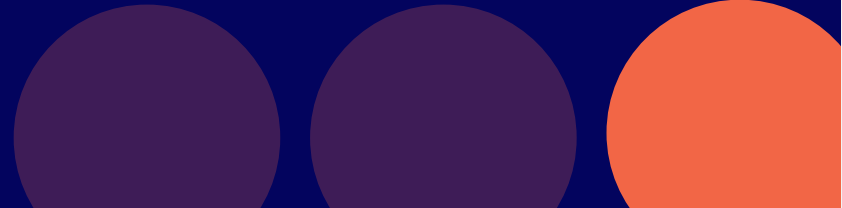
report that first-hand experience is how they form impressions of places to live. Inspiring people to visit or work remotely in your destination for a short period of time is important in influencing their relocation decisions. **DCI specializes in tourism, economic development and talent attraction marketing.**

65%

of tech workers report that the recent tech layoffs increased the likelihood they will move out of the state in which they currently live. This presents an opportunity for communities with tech or tech-adjacent employment opportunities to attract new residents looking for stability in their career and life outlook. **DCI can help you get in front of key talent occupation segments.**

Building the Right Foundation

Talent Research Services for Billings, MT





Our Process & Approach

At DCI, we believe that **all good marketing is rooted in research**. To that end, we recommend the following three-phase scope of work to build the right foundation for a talent attraction and retention strategy for Billings, MT. The following pages outline more detail on how we will approach each phase.



Project Kick-Off

Target Market
Identification
Research

Target Market
Identification
Presentation

Month 1



Survey Question
Development

Internal & External
Perception Surveys

Month 2



Research
Presentation

In-Person Talent
Workshop

Month 3



1: Identifying “Best Bet” Talent

Target Talent Market Identification

To ensure talent attraction efforts are focused on the right locations and to provide the greatest return on investment in your marketing efforts, DCI recommends that each talent attraction campaign start by identifying “best bet” regions, metro areas or states where communities will have the greatest success from which to recruit talent.

This research takes into account multiple factors, such as:

- Strong patterns of past in- and out-migration;
- Alumni concentrations;
- Occupational concentrations in target sectors;
- Targeted age groups and other demographic factors;
- Top visitor markets; and
- Competitive advantages on select livability and career-related factors.

An index will be created to prioritize the recommended regions for talent attraction efforts. Up to five markets will be identified. Once the target markets are identified, DCI will hold a call with your team to present the recommended target markets for review and approval.





2: Understanding Perceptions

Internal & External Perception Research

As a next step, DCI recommends developing targeted qualitative and quantitative research on the perceptions of the Billings, MT region as a place to live and work among key internal and external audiences. DCI will conduct perception surveys of two key audiences:

External Talent - DCI will conduct a study of external talent in the five external markets identified through the target market exercise and approved by your team. To obtain qualified responses from each of the five target markets, DCI works with a highly reputable panel provider to obtain input from qualified and engaged respondents.

Internal Talent - A successful talent marketing strategy must focus on the retention of existing talent in addition to the attraction of new resources. Through an online survey, DCI will gain insights from working-age talent currently living and working in the Billings region. The survey will include topics that address opportunities and barriers to retaining the existing talent; perceptions of Billings' job market; and other demographics and subsets.

Following the collection of the survey results, DCI will analyze the data and present the findings to the BSED team. DCI will share the deck as well as the raw findings for future use.



3: Stakeholder Engagement

Talent Workshop

DCI understands that talent attraction and retention can't happen in a silo. While BSED may be best positioned to lead a talent attraction campaign for the Billings region, it is crucial that major employers, higher education, tourism and other key regional stakeholders are engaged and bought-in to these efforts.

To provide a road map for this collaboration, DCI will facilitate a strategic planning and marketing workshop with representatives from your organizations.

During the approximately two-hour workshop, DCI will present the findings from our custom perception research for Billings, layered with our national research, followed by a highly interactive and engaging discussion on how to identify areas for growth and collaboration, perceived easy wins and reach goals, ideal roles and responsibilities and more. The workshop can be customized to fit your goals and will include a mix of live polling, breakout exercises and group discussion/share-out of learnings and next steps. We have found that in-person workshops are most engaging, but we can offer this virtually if needed.



What It Will Cost

Budget & Timeline



The Budget



The cost of the three-month program is estimated to be \$49,999. A line-item budget follows on the next page.

What It Will Cost

This program has been designed as a three-month program to begin on April 1, 2024 and continue through June 30, 2024.

The following budget is divided into two elements: professional fees and projected out-of-pocket expenses. The latter item involves considerable variation but represents our current estimates based on recent experience. DCI does not charge mark-up on any expense items.

DCI's professional fee of \$13,000/month will be billed at the beginning of each month. Expenses will be billed as they occur with documentation. Client payment is requested within 15 days of billing.

Based on our blended hourly rate of \$195/hour, DCI will allocate an average of 66 hours per month for our work with Big Sky Economic Development. If either time needed or client requests for deliverables increase significantly beyond the scope of work outlined above, DCI's hourly blended rate of \$195/hour will be used to calculate the additional hours needed to complete the work. DCI will receive Big Sky Economic Development approval prior to increasing hours toward the program of work.

This agreement may be canceled by either party, Big Sky Economic Development or DCI, for any reason upon 60 days written notice to the other. Both parties agree that they will not offer employment or consulting opportunities to staff members of the other party.



Budget Menu of Proposed Tactics

The following budget is divided into professional fees and estimated expenses. DCI will work closely with you to finalize the scope of services and will update the budget accordingly.

DCI PROFESSIONAL FEES

Target Talent Market ID	\$3,500
External Perception Study	\$13,500
Internal Talent Perception Study	\$13,500
Customized Talent Presentation and Workshop	\$8,500

Total Professional Fees **\$39,000**

ESTIMATED EXPENSES

Technology & Communications Fee	Waived
<i>Covers tools for survey software, database tools, etc.</i>	
External and Internal Talent Survey Panel Recruitment and Incentives for Surveys	\$8,999
<i>Panel recruitment for external and internal talent for surveys</i>	
Travel Expenses for Customized Presentation	\$2,000
<i>Travel, accommodations, meals for in-person workshop</i>	

Total Estimated Expenses **\$10,999**

Total DCI Fees & Expenses **\$49,999**



Timeline

Timeline is subject to change based on client availability and feedback. DCI will provide a detailed timeline with key milestones at project kick-off.

	Milestone	Target Dates
Phase 1: Target Market Identification	Project Kick-Off Call	April 2024
	Target Market Identification	April 1-26
	Target Market Identification Presentation	Week of April 29
Phase 2: Perception Research	Survey Questions Shared with Client	Week of April 29
	Survey Questions Approval Due	May 3
	Perception Surveys in the Field	May 6-24
	Analyze and Review Perception Data	May 27-June 14
	Research Presentation	Week of June 17
Phase 3: Talent Workshop	Talent Workshop Outreach & Planning	June 2024
	In-Person Talent Workshop	Week of June 24

The Next Step



Ready to Hit the Ground Running for Billings

We greatly appreciate this request for a service proposal and we are honored to have the opportunity to explore partnering with your team.

We are available to discuss our program of work and credentials at your earliest convenience.

Sincerely,

A handwritten signature in black ink, appearing to read "Patience Fairbrother".

Patience Fairbrother
Vice President, Talent Attraction, DCI

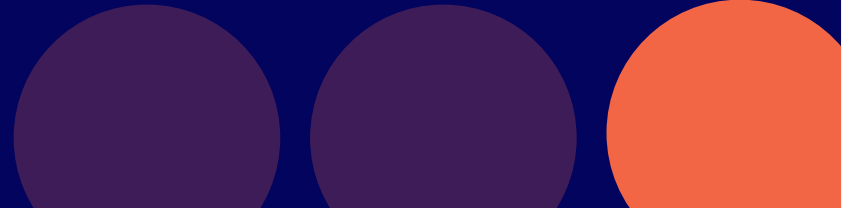
Accepted for Big Sky Economic Development:

Name

Date

Case Studies

Our Work in Action





Greater Wichita
Partnership

Talent Research & Strategy: Greater Wichita

A Research Study and Marketing Blueprint to Elevate Wichita as a Place to Work and Live

The Wichita region is a cultural Midwest hub with short commute times and an affordable cost of living - but they needed talent to fill the open roles in their rapidly growing job market. To better market to talent, the region needed to understand their audiences and how to reach them. That's why in 2018, the Greater Wichita Partnership engaged with DCI to conduct an in-depth research study to inform a comprehensive marketing blueprint focused on attracting talent to the region. Informed by an immersion tour, target market identification and a talent perception study, the blueprint focused on driving traffic to the Greater Wichita Partnership's new talent website through a series of paid and organic media, engaging with employers and local influencers, and building third-party credibility.

In 2021, DCI updated this research to determine if updates were needed to the 2018 talent strategy. DCI conducted a series of five focus groups (focused on a range of diverse audiences) and conducted an updated talent perception study. The research found that the region successfully moved the needle since 2018 and outlined next steps to continue building on that momentum.





Talent Pipeline Research & Strategy: Indiana

Understanding Student Perceptions of Indiana as a Place to Live and Work

The state of Indiana is a hub for higher education - but they were having a hard time retaining that educated talent. To better understand student perceptions of the state as a place to live and begin their career, the state engaged DCI to conduct in-depth primary and secondary research. Metrics on the likelihood of students staying in-state following graduation as well as student sentiment of Indiana as a place to live and work were included in the study.

DCI conducted an online survey with more than 3,300 students enrolled at Indiana's higher educational institutions contributing to the research. DCI also facilitated one-on-one interviews with 20+ students and conducted 12 focus groups across the state, reaching more than 100 students from six institutions.

The research determined key topics for messaging campaigns and three target audiences for future outreach - ambassadors, students and boomerangs.



Promoting Chattanooga As The Best Place To Work Remote In The U.S.



The Challenge:

During the pandemic, with the talent opportunity greater than ever, Chattanooga needed to bring together the local Chamber and Chattanooga Tourism Co. to align remote work messaging and develop a case for talent to relocate and work remotely in the 'Gig City.'

The DCI Strategy:

A long-time partner of the Chattanooga Chamber, DCI took a three-pronged approach to this strategy: proactive media relations to showcase why Chattanooga is a great place to work remote; developing a website featuring remote work key messages and resources for talent looking to relocate; and creating an overarching remote worker marketing strategy and paid media campaign to ensure the website and media results reach the right people, incentivizing remote workers to relocate.

Key Results:

- Secured placements in Forbes, Fox Business, Inc.com, Daily Beast, Matador Network and Travel + Leisure covering a PCMag ranking Chattanooga the top remote work destination in the nation.
- Landed a feature story in Business Insider highlighting a remote worker who relocated to Chattanooga during the pandemic.
- Built a mobile-first website with content in Spanish and English, appealing to both remote workers and external talent, as well as locals interested in upskilling.
- In the first nine months, the paid media campaign generated 36,000+ sessions to the talent website, accounting for 70% of total traffic to the website. The Google Ads campaign garnered an unprecedented 85% conversion rate.

"So what makes this seemingly random Southern city a paradise for work-from-homers? There's three main reasons: low cost, lots of nature, and the fastest internet in the world."

–TimeOut



1B
MEDIA
IMPRESSIONS

85%
GOOGLE ADS
CONVERSION
RATE

70%
OF WEBSITE
TRAFFIC
DRIVEN BY
PAID MEDIA

INSIDER

HOME REAL ESTATE

Chattanooga is luring remote workers with cheaper homes, charm, and internet. So far, it's working.



The Tennessee River flows through Chattanooga. Matt McLeland

- Chattanooga, Tennessee, advertises itself as a haven for remote workers and it may be right.

INSIDER

I'm a Spotify product manager who moved from NYC to Chattanooga, Tennessee. It's the best place for remote workers who want the perks of a big city but with space and access to the outdoors.



Sukriti Chadha, an accessibility product manager at Spotify, on the outskirts of Chattanooga, Tennessee. Courtesy of Sukriti Chadha

- Sukriti Chadha, 28, is a product manager at Spotify who moved from NYC to Chattanooga, Tennessee.
- Besides saving money on rent and food, she's had greater access to her hobbies of hiking and flying.
- This is her story, as told to Robin Madell.

This as-told-to essay is based on a transcribed conversation with Sukriti Chadha, a 28-year-old accessibility product manager at Spotify from New York City about moving to Chattanooga, Tennessee. It has been edited for length and clarity.

DAILY BEAST

This Tennessee City Could Be Your Next Remote Work Destination



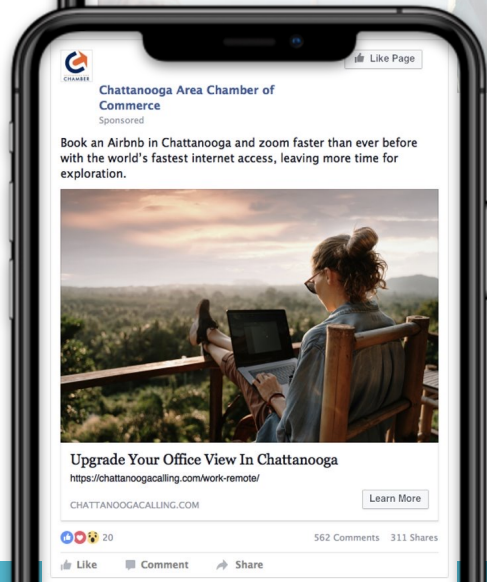
BEST CITY TO WORK REMOTE

TimeOut calls us the best city to work from home in the country.

LEARN MORE

BRAND IN ACTION

Promoting Chattanooga as the Best Place to Work Remote in the U.S.





Jacksonville, Florida Brings In Waves Of Talent From High-cost Markets

The Challenge:

JAXUSA had just completed its new talent attraction-dedicated website to profile the city's career and lifestyle opportunities, featuring interactive tools like a cost-of-living calculator and cheeky neighborhood finder. But how were people going to find the new site, and how was Jacksonville going to elevate its own reputation among professionally-minded talent?

The DCI Strategy:

DCI developed a strategic paid media plan that focused on two primary audiences – those living in higher cost markets and wanting to take home more of their paycheck; and those in nearby “feeder” markets that were looking for a career change. Using first-hand research on what motivates talent to relocate, DCI targeted both segments across search, social and display. DCI also encouraged media outlets to link to the talent attraction website whenever relevant during media outreach.

Key Results:

- DCI paid media efforts accounted for more than 73% of new users visiting the website since its launch in early 2020, resulting in 56,942 conversions.
- Google & Meta generated 14,478 job listing views and an additional 5,387 Cost of Living Calculator, Neighborhood Quiz and Commute Time conversion events, reaching a total conversion rate over 25.5%.
- DCI media relations campaigns have garnered 5,808,236,122 media impressions since 2021.

“Between the website and advertising campaigns from DCI, people are taking notice of the perfect blend of character, scenery and opportunity here, and finding their JAX in the process.”

–Lyndsay Rossman, Director of Marketing



21.14%
CONVERSION
RATE FROM
GOOGLE

56,900+
TOTAL PAID
MEDIA
CONVERSIONS

5.8B+
MEDIA
IMPRESSIONS

Building Awareness Of Northern Virginia As A Hub For Purpose-driven Careers



The Challenge:

Located on the doorstep of the nation's capital, Fairfax County, Virginia is a booming innovation hub teeming with well-paying and meaningful jobs, access to unparalleled quality of life and the opportunity to make an impact at a local and global level with leading global companies. When the county wanted to build global name recognition and attract talent to fill its 100K+ open jobs, DCI crafted an integrated talent attraction marketing campaign to showcase the region as a premier location for meaningful careers.

The DCI Strategy:

In partnership with the Fairfax County Economic Development Authority, DCI crafted an integrated talent attraction marketing plan that spanned across all of DCI's service areas - public relations, digital advertising, website development, social media, content marketing, SEO and research. This approach allowed the program to reach prospective talent at every stage of the relocation decision process.

Key Results:

- FCEDA won its first IEDC Gold Award for its premiere virtual career fair for new grads - a direct response to cancelled college career fairs caused by COVID-19
- Marketing efforts resulted in 1M+ sessions on Fairfax County's talent website from April 2020 to April 2023
- Organic website traffic for the talent attraction site has increased eight times over since January 2022
- Secured media placements with top outlets such as the New York Times, Washington Post, Forbes and MarketWatch about innovative companies and developments in Fairfax County, resulting in 1B+ media impressions

"We found a partner who could not only help us execute but also counsel us on best practices from around the country and around the world."

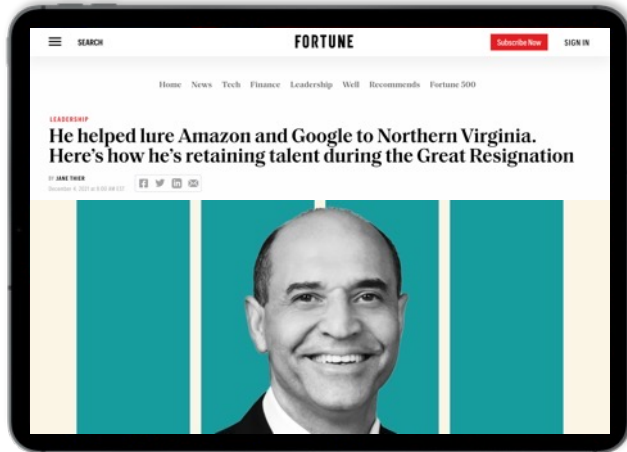
–Michael Batt, Vice President, Talent, Fairfax County Economic Development Authority



10K
JOB-SEEKERS
CONNECTED TO
AREA COMPANIES
SINCE 2020

1B+
MEDIA
IMPRESSIONS

1M+
WEBSITE
SESSIONS



BRAND IN ACTION

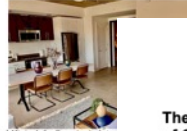
Elevating Fairfax County, VA as a Global Innovation & Job Hub



Forbes

A New Live/Work Development Fits the Coronavirus Work-From-Home Lifestyle

Dina Williams, Contributor
April 18, 2020



Recently opened, Mission Lofts offers 138 units that can support remote work.

A newly opened development near the nation's 11 new dimensions that fits the currently predominant living and working in a single place.

Sited in Falls Church, Virginia, and noted for easy use, Mission Lofts is a work/live building that offers utilization for each of its 138 units.

FAST COMPANY

The shockingly fun amenity on the roof of Capital One's headquarters

The bank may have one of the most unexpected perks for its office workers.



(Photo: Capital One Center)

BY NATE BERG'S MINUTE READ

Eleven stories up, on a rooftop at the corporate campus of one of America's biggest banks, grown adults are playing miniature golf. They may have a tiki drink or two. And they're probably putting over par.

They're at **Fetch Putt**, an 18-hole mini-golf course complete with bright green Astroturf and undulating greens. It's one of the more playful, if unexpected, amenities of the corporate landscape.

Sponsored Content by Fairfax County Economic Development Authority

The tech hub with thousands of jobs right now — and why you should be there



Image Credits: Fairfax County Economic Development Authority

There's been a lot of talk about a mass exodus from well-known tech cities, with talented workers and entrepreneurs ditching San Francisco's sky-high rents and fleeing New York



Find Your Next
Tech Career Here

> Browse Jobs

Ad · www.workinnorthernvirginia.com/

Fairfax County Jobs | Best Places To Work Near DC | Northern Virginia Jobs

Northern Virginia Is The Best Place In The Country To Grow Your Career. Jobs in Fairfax VA | Work in Northern VA.

Building A Statewide Brand To Attract Talent To Florida



The Challenge:

During the pandemic, Florida became one of the leading states for in-migration, but still struggled to move beyond its vacation and retirement image to elevate in-demand, innovation-driven careers. In order to fill the employer pipeline with skilled talent, Florida Power & Light partnered with DCI to launch a statewide talent attraction campaign.

The DCI Strategy:

Inspired by Florida's incredible quality of life assets and the diversity of lifestyles and careers available in the state, DCI worked with Florida Power & Light to create and launch the "WonderFL" campaign – a first-of-its-kind statewide talent attraction campaign with eight region-specific campaigns.

Key Results:

- To gain adoption from all stakeholders involved, DCI and FPL did a virtual roadshow with more than 20 groups throughout Florida including EDOs, Chambers, CVBs, Realtors and more, totaling buy-in from 500+ people, pre-launch.
- DCI and FPL successfully launched the statewide talent attraction website and eight regional websites to ensure that every corner of the state has resources for talent interested in relocating.
- Through strategic paid media, organic social media, influencer partnerships and custom videos, DCI drove more than 120,000 unique visitors to the website within the first six months. DCI also grew the Instagram account to 2,000+ followers and achieved more than double the benchmark for engagement on Google ads and well above benchmark for Instagram and LinkedIn ads.

"It's been such a great experience working such a huge project with a creative agency full of talented people who thrive when challenged."

– Cathy Chambers, Director, Economic Development, FPL

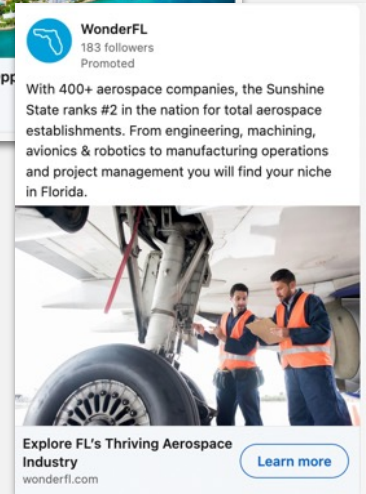
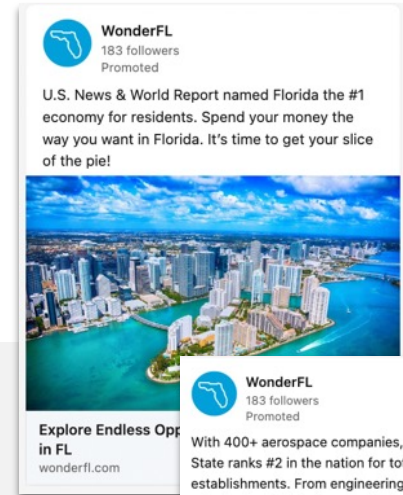
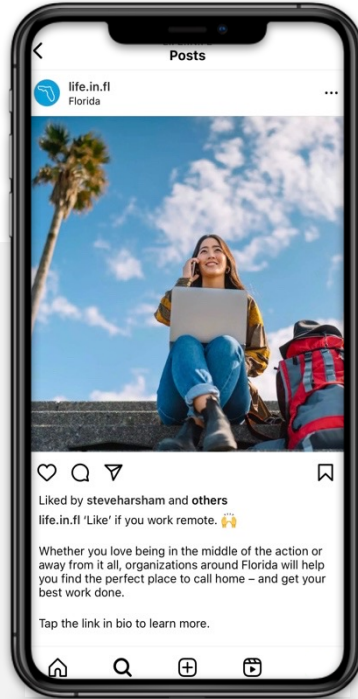


120,000
UNIQUE
WEBSITE
VISITORS
WITHIN FIRST
SIX MONTHS

2,000+
FOLLOWERS ON
INSTAGRAM
WITHIN SIX
MONTHS

13.72%
CLICK-THROUGH
RATE ON
GOOGLE ADS

WONDERFL



BRAND IN ACTION



Marketing America's Livable Life Sciences Epicenter

The Challenge:

Consistently ranked one of the most livable regions in the nation, the Research Triangle region boasts a highly educated workforce and thousands of well-paying jobs at the forefront of research and tech innovation. However, having won several major projects from companies like Google and Apple, the influx of thousands of new high-skill jobs was threatening the region's ability to fulfill its economic growth. The Research Triangle needed a highly-targeted destination marketing strategy focused on the retention of existing employees and attraction of new hires from talent markets across the U.S.

The DCI Strategy:

DCI developed a refreshed website, key messaging and designed an integrated place marketing strategy to capture new talent for the region. The marketing campaign included a robust social media strategy, unique video series, gated content capacity and an aggressive paid advertising program to attract job seekers from external markets.

Key Results:

- Digital ads targeting job seekers in talent markets across the U.S. produced 14,436 job views and 13,873 cost of living conversions
- Advertising accounted for 76% of all web traffic, including 52,069 visitors to the Work in the Triangle "find a job" page
- The new site saw a 407% increase in traffic since relaunching in 2022



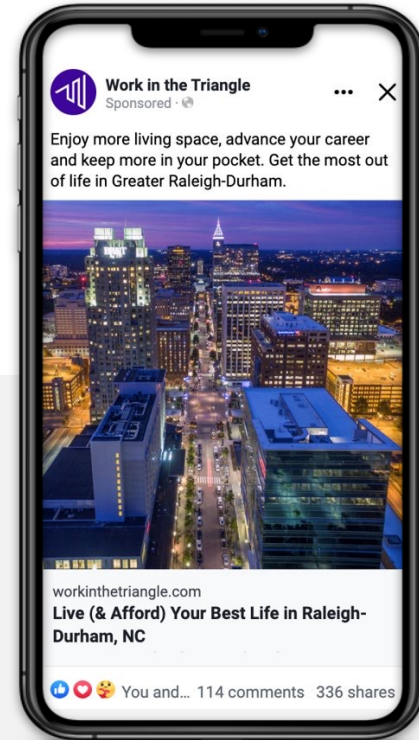
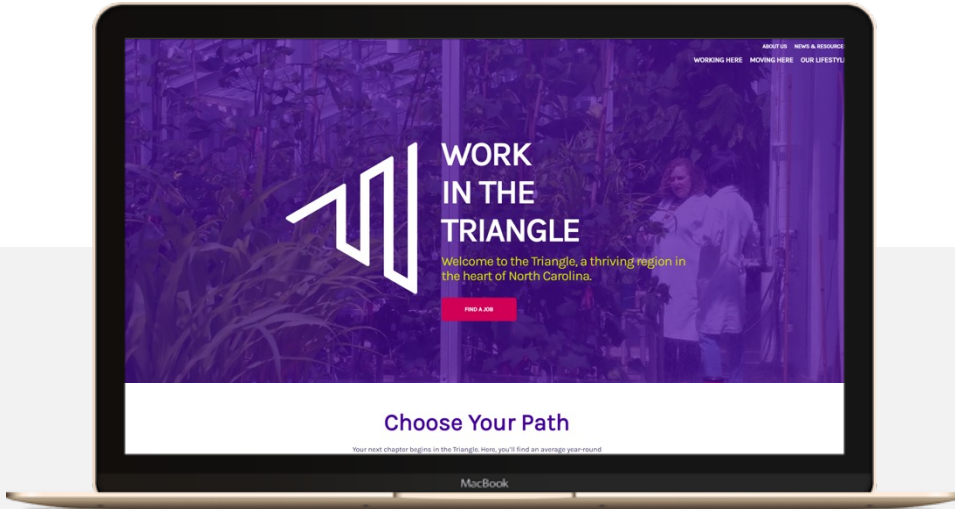
150K+
WEBSITE
SESSIONS
GENERATED BY
PAID PROGRAM

407%
INCREASE IN
TRAFFIC SINCE
2022 LAUNCH

17K+
COST OF LIVING
CALCULATIONS
AND JOB VIEWS



BRAND IN ACTION





Building A Modern Brand For A Booming Region

The Challenge:

Located in the heart of the booming Charlotte-Atlanta corridor, the fast-growing 10-county region of Upstate South Carolina needed to attract skilled talent to fill thousands of job openings in specialized occupations. The Upstate SC Alliance partnered with DCI to create a brand - MoveUpstateSC - and website that inspires talent to "Move Up" in their lives and careers, while creating greater awareness of this region often overshadowed by its better-known neighbors.

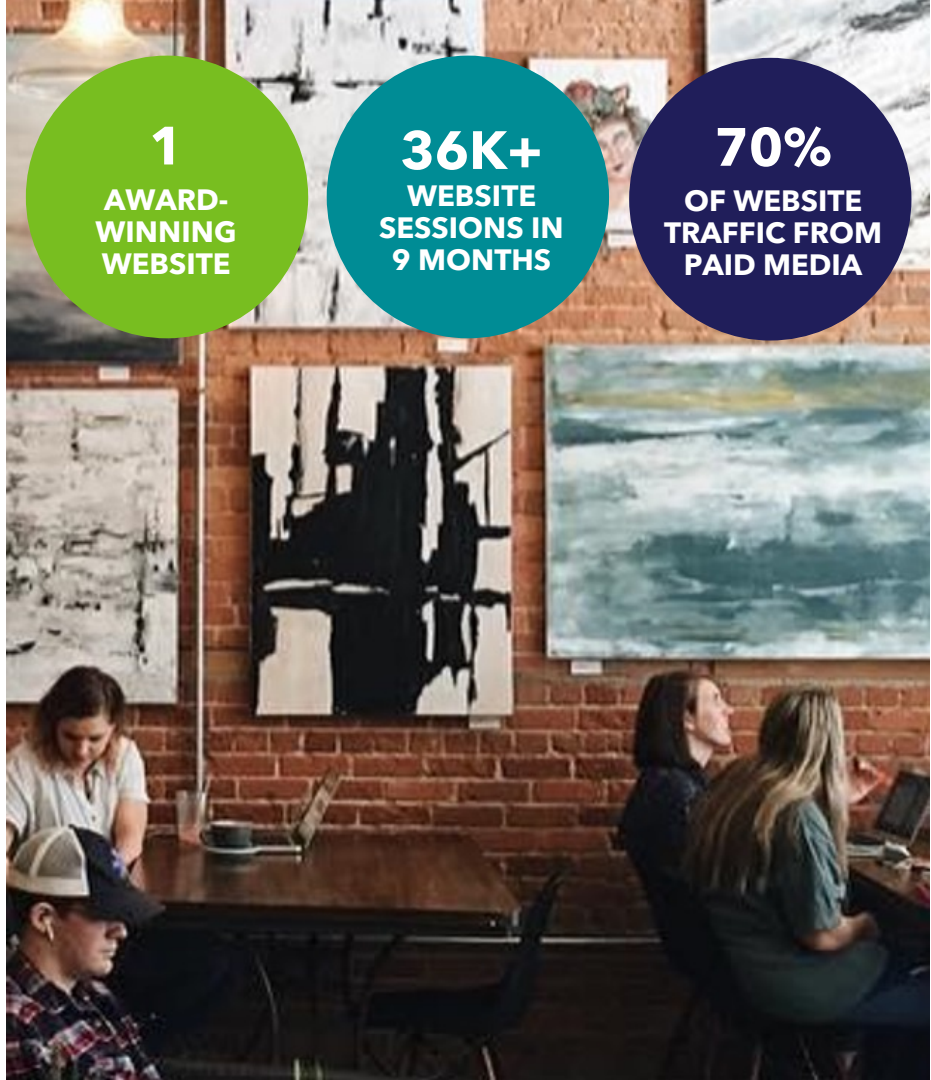
The DCI Strategy:

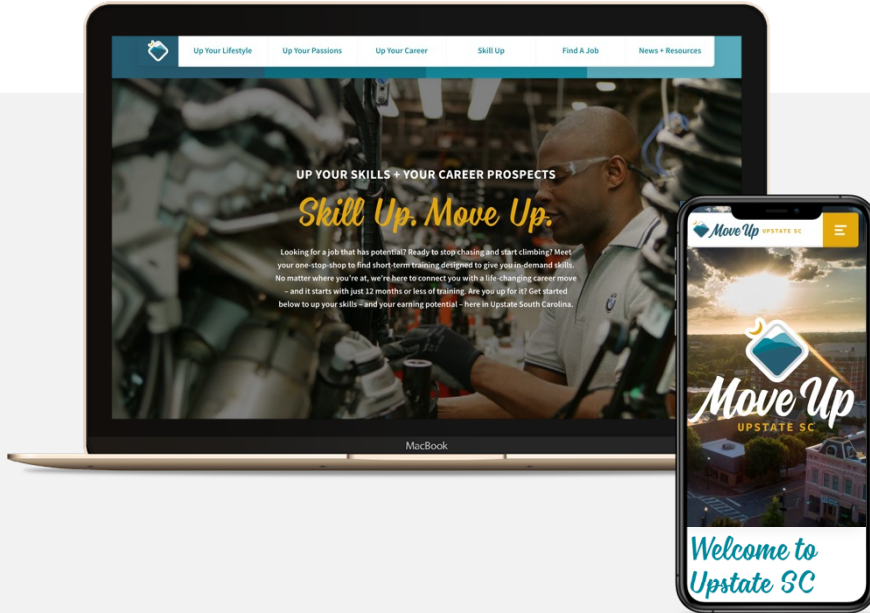
DCI launched a design-forward, conversion-optimized website with a suite of talent tools that showcase the Upstate's lifestyle amenities and, most importantly, its job openings, followed by a paid media campaign. In October 2020, the Alliance and DCI launched the "Skill Up" addition to the website in response to COVID-19, which focuses on connecting locals with a user-friendly database of programs at local technical colleges to help them increase their earning potential and fill in-demand jobs.

Key Results:

The website has earned the following awards: IEDC Gold Award, MarCom Gold Award, and DotCOMM Platinum Award.

In the first nine months, the paid media campaign generated 36,000+ sessions to the talent website, accounting for 70% of total traffic to the website. The paid campaign also generated 4,471 job views on DCI's jobs board webapp.





Change up your life with a new, fast-paced career helping others. Real-world pharmacy technician training takes only months.



Ready for a New Career?

MOVEUPSTATESC.COM

Choose a Career with Heart. Start Here.

Find information about how you can pursue a rewarding career in the healthcare sector in Upstate South Carolina.

FIND YOUR NEXT JOB



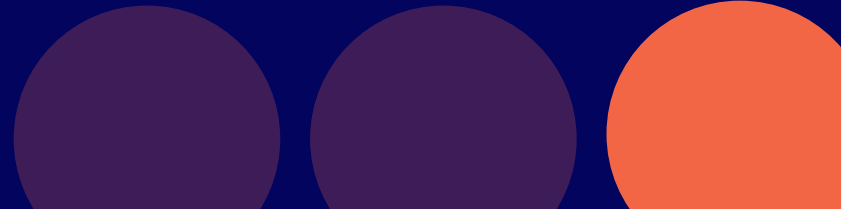


For more information or a custom proposal, please contact:

Patience Fairbrother

Vice President, Talent Attraction

Patience.Fairbrother@aboutdci.com





BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT F

1. DATE ISSUED MM/DD/YYYY 05/02/2023		1a. SUPERSEDES AWARD NOTICE dated except that any additions or restrictions previously imposed remain in effect unless specifically rescinded	
2. CFDA NO. 59.044 - VETERANS OUTREACH PROGRAM			
3. ASSISTANCE TYPE Cooperative Agreement			
4. GRANT NO. SBAOVVB230038-01-00 Formerly		5. TYPE OF AWARD Other	
4a. FAIN SBAOVVB230038		5a. ACTION TYPE New	
6. PROJECT PERIOD From 05/01/2023		Through 04/30/2028	
7. BUDGET PERIOD From 05/01/2023		Through 04/30/2024	
8. TITLE OF PROJECT (OR PROGRAM) BSED Veteran's Business Outreach Center (VBOC) will provide counseling, comprehensive business assessments and mentoring to all veterans and their families.			

U.S. Small Business Administration

Office of Grants Management (OGM)

Small Business Administration
409 3rd St, SW
Washington, DC 20416

NOTICE OF AWARD

AUTHORIZATION (Legislation/Regulations)
15 U.S.C. 637(b)(17)

9a. GRANTEE NAME AND ADDRESS BIG SKY ECONOMIC DEVELOPMENT AUTHORITY 222 N 32nd St Ste 200 Billings, MT 59101-1948		9b. GRANTEE PROJECT DIRECTOR Mr. Steve Arveschoug 222 N. 32nd St. Suite 200 Billings, MT 59101-1948 Phone: 555-555-5555	
10a. GRANTEE AUTHORIZING OFFICIAL Patrick Klugman 222 N 32nd St STE 200 Billings, MT 59101-1948 Phone: 406-869-8419 An authorized representative electronically signed the award on 05/02/2023		10b. FEDERAL PROJECT OFFICER Tangela Liddell 409 3rd St SW Washington, DC 20416-0011 Phone: 111-111-1111	

ALL AMOUNTS ARE SHOWN IN USD

11. APPROVED BUDGET (Excludes Direct Assistance)				12. AWARD COMPUTATION			
I Financial Assistance from the Federal Awarding Agency Only				a. Amount of Federal Financial Assistance (from item 11m) 360,000.00			
II Total project costs including grant funds and all other financial participation				b. Less Unobligated Balance From Prior Budget Periods 0.00			
a. Salaries and Wages 173,714.00				c. Less Cumulative Prior Award(s) This Budget Period 0.00			
b. Fringe Benefits 52,148.00				d. AMOUNT OF FINANCIAL ASSISTANCE THIS ACTION 360,000.00			
c. Total Personnel Costs 225,862.00				13. Total Federal Funds Awarded to Date for Project Period 360,000.00			
d. Equipment 0.00				14. RECOMMENDED FUTURE SUPPORT			
e. Supplies 4,061.00				(Subject to the availability of funds and satisfactory progress of the project):			
f. Travel 35,804.00				YEAR		TOTAL DIRECT COSTS	
g. Construction 0.00				a. 2		YEAR	
h. Other 8,705.00				b. 3		TOTAL DIRECT COSTS	
i. Contractual 0.00				c. 4		d. 5	
j. TOTAL DIRECT COSTS 274,432.00						e. 6	
k. INDIRECT COSTS 85,568.00						f. 7	
l. TOTAL APPROVED BUDGET 360,000.00				15. PROGRAM INCOME SHALL BE USED IN ACCORD WITH ONE OF THE FOLLOWING ALTERNATIVES:			
m. Federal Share 360,000.00				a. DEDUCTION			
n. Non-Federal Share 0.00				b. ADDITIONAL COSTS			
				c. MATCHING			
				d. OTHER RESEARCH (Add / Deduct Option)			
				e. OTHER (See REMARKS)			
				16. THIS AWARD IS BASED ON AN APPLICATION SUBMITTED TO, AND AS APPROVED BY, THE FEDERAL AWARDING AGENCY ON THE ABOVE TITLED PROJECT AND IS SUBJECT TO THE TERMS AND CONDITIONS INCORPORATED EITHER DIRECTLY OR BY REFERENCE IN THE FOLLOWING:			
				a. The grant program legislation.			
				b. The grant program regulations.			
				c. This award notice including terms and conditions, if any, noted below under REMARKS.			
				d. Federal administrative requirements, cost principles and audit requirements applicable to this grant.			
				In the event there are conflicting or otherwise inconsistent policies applicable to the grant, the above order of precedence shall prevail. Acceptance of the grant terms and conditions is acknowledged by the grantee when funds are drawn or otherwise obtained from the grant payment system.			

REMARKS (Other Terms and Conditions Attached - Yes No)

GRANTS MANAGEMENT OFFICIAL:

Guy Marcel, Grants Management Specialist
409 3rd St SW
Washington, DC 20416-0011
Phone: 202-468-9294

17.OBJ CLASS 4110	18a. VENDOR CODE 810465162	18b. EIN 810465162	19a. UEI YD4QHFL8NYQ9	19b. DUNS 867205726	20. CONG. DIST. 00
FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	AMT ACTION FIN ASST	APPROPRIATION	
21. a. 2023.340400DB.211011	b. OVVB230038A	c. OVVB	d. \$360,000.00	e.	
22. a.	b.	c.	d.	e.	
23. a.	b.	c.	d.	e.	

AWARD ATTACHMENTS

BIG SKY ECONOMIC DEVELOPMENT AUTHORITY

SBAOVVB230038-01-00

1. SBA FY23 Terms and Conditions

SBA Award Standard Terms

1. Standard Term - Acceptance of the Terms of an Award

By drawing or otherwise obtaining funds from the Small Business Administration (SBA), the non-federal entity acknowledges acceptance of the terms and conditions of the award and is obligated to perform in accordance with the requirements of the award. If the non-federal entity cannot accept the terms, the non-federal entity should notify the Grants Management Officer (GMO) within thirty (30) days of receipt of this award notice. Once an award is accepted by a non-federal entity, the contents of the Notice of Award (NoA) are binding on the non-federal entity unless and until modified by a revised NoA signed by the GMO.

Certification Statement: By drawing down funds, the non-federal entity certifies that proper financial management controls and accounting systems, to include personnel policies and procedures, have been established to adequately administer federal awards and funds drawn down. Non-federal entities of Small Business Administration (SBA) grants or cooperative agreement awards must comply with all terms and conditions of their awards, including: (a) terms and conditions included in the SBA Grants Policy effective at the time of a new, non-competing continuation, or renewal award, including the requirements of OMB grants administration regulations; (b) requirements of the authorizing statutes and implementing regulations for the program under which the award is funded; (c) applicable requirements or limitations in appropriations acts; and (d) any requirements specific to the particular award specified in program policy and guidance, the Notice of Funding Opportunity (NOFO).

2. Standard Term - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for SBA Awards

The NoA issued is subject to the administrative requirements, cost principles, and audit requirements that govern federal monies associated with this award, as applicable, in the Uniform Guidance 2 CFR Part 200.

(https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2tab_02.tpl).

Under the authority listed above, the U.S. Small Business Administration adopts the Office of Management and Budget (OMB) Guidance in 2 CFR part 200, except for 2CFR 200.74, 200.92, and 200.93. Thus, this part gives regulatory effect to the OMB guidance and supplements the guidance as needed for the Administration.

3. Standard Term - Award Expectations

The eligibility and program requirements originally outlined in NOFO must continue to be adhered to as the funded project is implemented. Non-federal entities must comply with the performance goals, milestones, outcomes, and performance data collection and related policy and guidance. Additional terms and/or conditions may be applied to this award if outstanding financial or programmatic compliance issues are identified by SBA.

4. Standard Term - Flow down of requirements to sub- recipients

The non-federal entity, as the awardee organization, is legally and financially responsible for all aspects of this award including funds provided to sub-recipients, in accordance with 2 CFR §§ 200.330 -200.332 Sub-recipient monitoring and management.

5. Standard Term - Future Funding

If indicated in the NoA, recommended future support reflects TOTAL costs (direct plus indirect). Funding is subject to the availability of federal funds, and that matching funds, (if applicable), are verifiable, and progress of the award is documented and acceptable.

6. Standard Term - Non-Supplant

Federal award funds must supplement, not replace (supplant) nonfederal funds. Applicants or award non-federal entities may be required to demonstrate and document that a reduction in non-federal resources occurred for reasons other than the receipt of expected receipt of federal funds.

7. Standard Term - Unallowable Costs

Unless authorized under the Special Terms and Conditions, all costs incurred prior to the award issue date and costs not consistent with the funding opportunity and/or 2 CFR Part 200 are not allowable under this award.

8. Standard Term - Prior Approval

SBA anticipates that the non-federal entity may need to modify the non-federal entity's award budget or other aspects of its approved application during performance to accomplish the award's programmatic objectives. In general, non-federal entities are allowed a certain degree of latitude to re-budget within and between budget categories (10% or less) to meet unanticipated needs and to make other types of post-award changes, provided that the changes still meet the statutory program requirements and the regulatory requirements under 2 CFR Part 200, as applicable.

Items that require prior approval (i.e. formal written approval) from the GMO, as indicated in either 2 CFR Part 200 or the SBA Grants Policy Statement, must be submitted in writing to the GMO within 45 days of grant expiration. Based on the nature, extent, and timing of the request, the SBA GMO may approve, deny, or request additional material to further document and evaluate your request. Only responses provided by the GMO are considered valid. If SBA approves the request, an amended Notice of Award (NoA) will be issued. Verbal authorization is not approval and is not binding on SBA. Non-federal entities that proceed on the basis of actions by unauthorized officials do so at their own risk, and SBA is not bound by such responses.

Prior approval is required for, but is not limited to: Changes in Key Personnel and Level of Effort, Budget Revisions (more than 10% or when requesting a new budget cost category), Changes in Scope, Carryover Requests (that fall outside the term for the Expanded Authority for Carryover), and No Cost Extensions.

SBA may confer a one-time extension of the expiration date of this Award for up to 12 additional months if You can demonstrate more time is necessary for the adequate completion of specific project objectives. A request for an extension must be in writing (with supporting justification) and must be received by the Grants Officer Technical Representative (GOTR) at least 45 calendar days prior to the scheduled expiration of this Award. SBA will not approve any extension request that:

- i. Is solely for the purpose of expending remaining funds;
- ii. Is for a project that previously received an extension;
- iii. Is more than 12 months in length;
- iv. Requires the commitment of additional Federal funds; or
- v. Involves any change in the objectives or scope of the project.

9. Standard Term - Administrative and National Policy Requirements

Public policy requirements are requirements with a broader national purpose than that of the Federal sponsoring program or award that an applicant/non-federal entity must adhere to as a prerequisite to and/or condition of an award. Public policy requirements are established by statute, regulation, DOJ, and OMB memorandums, or Executive order. In some cases, they relate to general activities, such as preservation of the environment, while, in other cases they are integral to the purposes of the award-supported activities. An application funded with the release of federal funds through a grant award does not constitute or imply compliance with federal statute and regulations. Funded organizations are responsible for ensuring that their activities comply with all applicable federal regulation requirements.

10. Standard Term - Executive Pay

The Executive Schedule (ES) sets the yearly salaries for top government officials, including the leaders and senior personnel in over 75 Federal government agencies.

The Executive Level II salary cap limitation for calendar year (CY) 2022 was increased to \$203,700 by Executive Order 14061 effective January 2nd. An individual's Institutional Base Salary (IBS) should be reflected in the proposal budget or budget justification section for all salary requests.

The current Executive Level II salary can be found at the Office of Personnel Management's website at [General Schedule \(opm.gov\)](https://www.opm.gov)

The law limits the salary amount that may be awarded and charged to SBA assistance agreements and cooperative agreements. Award funds may not be used to pay the salary of any individual at a rate in excess of Executive Level II. This amount reflects an individual's base salary exclusive of fringe and any income that an individual may be permitted to earn outside of the duties to the applicant organization. This salary limitation also applies to subawards/subcontracts under an SBA grant or cooperative agreement.

11. Standard Term - Non-federal Entity Responsibilities

- a. Be responsive to SBA requests for information and communication. Changes to Your organization's contact information, including Your AOR or other designated representatives, must be reported promptly to SBA.
- b. Promptly advise SBA of any difficulties You encounter or anticipate encountering that may affect the conduct of Your project.
- c. Cooperate with all programmatic and financial examinations and any accreditation or certification reviews conducted by SBA, its agents, or contractors. You will promptly address and act upon all findings regarding Your project made as part of any such process.
 - a. Provide full access to all activities supported with project funds to the general public without regard to their participation in any paid membership or subscription plan.
 - b. Maintain adequate staffing levels for the delivery of client services, including replacing Key Personnel no more than 60 days after they cease their involvement with the project.
 - c. Participate in SBA surveys and studies regarding the effectiveness and outcomes of the program/project, curriculum, types of assistance, service delivery methods, etc."
- d. Coordinate with SBA and other Agency resource partners operating within Your project service area to maximize the effectiveness of Your efforts and avoid duplication of products and services.
- e. Promote SBA programs, products, and services to clients, as appropriate.
- f. Maintain adequate, readily accessible facilities for assisting clients, including satellite locations where appropriate.
- g. Provide at least 40 hours per week of availability to assist clients, including sufficient evening and weekend availability and on-line and telephone assistance, to meet the needs of Your service area and clientele. Although You may maintain multiple service locations, no more than two locations may count toward meeting the weekly service hours requirement.
- h. Provide meaningful access to project services for clients with limited English language proficiency and/or disabilities.
- i. Maintain adequate staffing levels for the delivery of client services, including replacing Key Personnel no more than 60 days after they cease their involvement with the project.

- j. Participate in SBA surveys and studies regarding the effectiveness and outcomes of the program/project, curriculum, types of assistance, service delivery methods, etc.
- k. Submit and update information to USASpending.gov and other Federal databases, as required.

12. Standard Term - SAM and UEI

Requirements Awards are subject to requirements as set forth in 2 CFR 25.110 Central Contractor Registration (CCR) (NOW SAM) AND Unique Entity Identifier (UEI) Numbers. 2 CFR Part 25 - Appendix A4, System of Award Management (SAM) and Universal Identifier Requirements

A. Requirement for System of Award Management

Unless you are exempted from this requirement under 2 CFR 25.110, you, as the non-federal entity, must maintain the currency of your information in the SAM, until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently if required by changes in your information or another award term.

B. Requirement for unique entity identifier If you are authorized (reference project description) to make subawards under this award, you:

1. Must notify potential subrecipients that no entity (see definition in paragraph C of this award term) may receive a subaward from you, unless the entity has provided its unique entity identifier to you.
2. May not make a subaward to an entity, unless the entity has provided its unique entity identifier to you.

13. Standard Term - Federal Financial Accountability and Transparency Act (FFATA)

Reporting Subawards and Executive Compensation, 2 CFR, Appendix A to Part 170

a. Reporting of first-tier subawards.

1. Applicability. Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph e. of this award term).

2. Where and when to report.

- i. You must report each obligating action described in paragraph a.1. of this award term to <http://www.fsrs.gov>.
- ii. For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the

obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)

3. What to report.

You must report the information about each obligating action that the submission instructions posted at <http://www.fsrs.gov> specify.

b. Reporting Total Compensation of Recipient Executives.

1. Applicability and what to report. You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if—

i. the total Federal funding authorized to date under this award is \$25,000 or more;

ii. in the preceding fiscal year, you received—

(A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

iii. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/excomp.htm>.)

2. Where and when to report. You must report executive total compensation described in paragraph b.1. of this award term:

i. As part of your registration profile at <https://www.sam.gov>.

ii. By the end of the month following the month in which this award is made, and annually thereafter.

c. Reporting of Total Compensation of Subrecipient Executives.

1. Applicability and what to report. Unless you are exempt as provided in paragraph d. of this award term, for each first-tier subrecipient under this award, you shall report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if—

i. in the subrecipient's preceding fiscal year, the subrecipient received—

(A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and

ii. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)

2. Where and when to report. You must report subrecipient executive total compensation described in paragraph c.1. of this award term:

i. To the non-federal entity.

ii. By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (i.e., between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

d. Exemptions

If, in the previous tax year, you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:

i. Subawards, and

ii. The total compensation of the five most highly compensated executives of any subrecipient.

e. Definitions. For purposes of this award term:

1. Entity means all of the following, as defined in 2 CFR part 25:

i. A Governmental organization, which is a State, local government, or Indian tribe;

ii. A foreign public entity;

iii. A domestic or foreign nonprofit organization;

iv. A domestic or foreign for-profit organization;

v. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

2. Executive means officers, managing partners, or any other employees in management positions.

3. Subaward:

i. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the non-federal entity award to an eligible subrecipient.

ii. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. .210 of the attachment to OMB Circular A-133, "Audits of States, Local Governments, and Non- Profit Organizations").

iii. A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.

4. Subrecipient means an entity that:

i. Receives a subaward from you (the non-federal entity) under this award; and

ii. Is accountable to you for the use of the Federal funds provided by the subaward.

5. Total compensation means the cash and noncash dollar value earned by the executive during the non-federal entity's or subrecipient's preceding fiscal year and includes the following:

i. Salary and bonus.

ii. Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.

iii. Earnings for services under non-equity incentive plans. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives and are available generally to all salaried employees.

iv. Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.

v. Above-market earnings on deferred compensation which is not tax-qualified.

vi. Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

14. Standard Term - FAPIIS - Recipient Integrity and Performance

Appendix XII to 2 CFR Part 200

A. Reporting of Matters Related to Recipient Integrity and Performance

1. General Reporting Requirement

If the total value of your currently active grants, cooperative agreements, and procurement contracts from all Federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of this Federal award, then you as the non-federal entity during that period of time must maintain the currency of information reported to the System for Award Management (SAM) that is made available in the designated integrity and performance system (currently the Federal Awardee Performance and Integrity Information System (FAPIIS)) about civil, criminal, or administrative proceedings.

2. Proceedings About Which You Must Report

Submit the information required about each proceeding that:

- a. Is in connection with the award or performance of a grant, cooperative agreement, or procurement contract from the Federal Government;
- b. Reached its final disposition during the most recent five-year period; and
- c. If one of the following:

(1) A criminal proceeding that resulted in a conviction, as defined in paragraph 5 of this award term and condition;

(2) A civil proceeding that resulted in a finding of fault and liability and payment of a monetary fine, penalty, reimbursement, restitution, or damages of \$5,000 or more;

(3) An administrative proceeding, as defined in paragraph 5 of this award term and condition, that resulted in a finding of fault and liability and your payment of either a monetary fine or penalty of \$5,000 or more or reimbursement, restitution, or damages in excess of \$100,000; or

(4) Any other criminal, civil, or administrative proceeding if:

(i) It could have led to an outcome described in paragraph 2.c.(1), (2), or (3) of this award term and condition;

(ii) It had a different disposition arrived at by consent or compromise with an acknowledgement of fault on your part; and

(iii) The requirement in this award term and condition to disclose information about the proceeding does not conflict with applicable laws and regulations.

3. Reporting Procedures

Enter in the SAM Entity Management area the information that SAM requires about each proceeding described in paragraph 2 of this award term and condition. You do not need to submit the information a second time under assistance awards that you received if you already provided the information through SAM because you were required to do so under Federal procurement contracts that you were awarded.

4. Reporting Frequency

Unless specified otherwise in the Special Terms and Conditions for Your award, the following reporting timelines apply:

During any period of time when you are subject to this requirement in paragraph 1 of this award term and condition, you must report proceedings information through SAM for the most recent five-year period, either to report new information about any proceeding(s) that you have not reported previously or affirm that there is no new information to report. Recipients that have Federal contract, grant, and cooperative agreement awards with a cumulative total value greater than \$10,000,000 must disclose semiannually any information about the criminal, civil, and administrative proceedings.

Financial Reporting – Non-Federal Entities are required to submit quarterly and annual financial reports (SF – 425). All SF - 425 are reported cumulatively.

Quarterly Reports – are due thirty (30) days following the reporting period. For example, if the quarter ends 3/31, the quarterly reports are due 5/1.

Annual Reports – The first reflects the initial 12-month period. For example, awards issued on 10/01, the report period ends on 9/30 the following year and is due on 10/31. *Subsequent annual reports should build upon the previous annual report.*

Program Progress Reporting – Program Progress Reports are due quarterly, thirty (30) days following the end of the reporting period. For example, if the quarter ends 3/31, the quarterly reports are due 5/1, unless otherwise stipulated in program special terms and conditions.

15. Standard Term - Acknowledgement of SBA Support/Use of SBA's Logo/Publication Requirements.

It is important that Your clients and the general public are aware of the [grant program name] Program and SBA's role in this project, as well as the taxpayer funded support the Agency is providing under this Award. Therefore, You must include the following acknowledgment of support statement on all materials produced in whole or in part with Project Funds:

"Funded [in part] through a Cooperative Agreement with the U.S. Small Business Administration."

For purposes of this requirement, the term "materials" includes, but is not limited to, press releases, brochures, pamphlets, handouts, reports, advertisements, books, curricula, websites, video or audio productions, and similar items regardless of the medium employed. The term "materials" does not include stationery or business cards and SBA's logo may not be used on such items.

Where You use Project Funds to produce materials featuring editorial content, You must use the following alternate acknowledgment of support statement (either independently or in conjunction with the SBA logo):

"Funded in part through a Cooperative Agreement with the U.S. Small Business Administration. All opinions, conclusions, and/or recommendations expressed herein are those of the author(s) and do not necessarily reflect the views of the SBA."

In addition, You must display signage featuring the SBA logo at all facilities that are open to the public and which are being used for project activities. Such signage must prominently feature the acknowledgment of support statement identified above.

Where used, the acknowledgment of support statement must be presented in a legible typeface, font size, and (where applicable) color contrast and must appear verbatim and may not be altered or replaced with substitute language. However, on materials with severe space constraints such as signs and banners, You may use "SBA" in the acknowledgment of support statement instead of "U.S. Small Business Administration."

You may elect to use SBA's logo on materials produced with Project Funds. You may contact the GMO in order to obtain a high-resolution copy of SBA's logo and a copy of SBA's Graphic and Use Guide. Where used, the SBA logo may be positioned in close proximity to Your organization's logo or may be placed in a prominent location elsewhere in the material. However, SBA's logo may not be placed in close proximity to any third party's logo, or used in such a way as may imply that a relationship exists between SBA and any third party (Note: Your organization's parent entity is not considered a third party). Additionally, in each instance where You use the SBA logo, You must also include the acknowledgement of support statement in reasonably close proximity to the logo.

Neither the SBA logo nor the acknowledgment of support statement may be used in connection with activities outside the scope of this Award. In particular, UNDER NO CIRCUMSTANCES may the SBA logo or acknowledgment of support statement appear on items used in conjunction with fundraising, lobbying, or the express or implied endorsement of any goods, service, entity, or individual. Additionally, You may not use the SBA logo on any social media sites or services without obtaining prior approval from SBA. For further guidance regarding the prior approval process, see Part III(A)(13) above.

16. Standard Term - Acknowledgement of Federal Funding at Conferences and Meetings

A conference is defined as a meeting, retreat, seminar, symposium, workshop or event whose primary purpose is the dissemination of technical information beyond the non-Federal entity and is necessary and reasonable for successful performance under the Federal award. Allowable conference costs paid by the non-Federal entity as a sponsor or host of the conference may include rental of facilities, speakers' fees, costs of meals and refreshments, local transportation, and other items incidental to such conferences unless further restricted by the terms and conditions of the Federal award. As needed, the costs of identifying, but not providing, locally available dependent-care resources are allowable. Conference hosts/sponsors must exercise discretion and judgment in ensuring that conference costs are appropriate, necessary and managed in a manner that minimizes costs to the Federal award.

17. Standard Term - Mandatory Disclosures

Consistent with 2 CFR 200.113, applicants and non-federal entity's must disclose in a timely manner, in writing to the SBA awarding agency with a copy to the SBA Office of Inspector General (OIG), all information related to violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Subrecipients must disclose, in a timely manner, in writing to the prime recipient (pass through entity) and the SBA OIG, all information related to

violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Disclosures must be sent in writing to the awarding agency and to the SBA OIG and OGM at the following addresses:

US Small Business Administration
Attention: Office of Grants Management
409 3rd Street SW, Suite 5000
Washington, DC 20416

AND

US Small Business Administration
Office of Inspector General
409 3rd Street SW, 5th Floor
Washington, DC 20416

Failure to make required disclosures can result in any of the remedies described in 2 CFR 200.338 remedies for noncompliance, including suspension or debarment.

18. Lobbying Restrictions

Per 2 CFR §200.450, Recipients are subject to the restrictions on lobbying as set forth in 2 CFR part 200.

18 U.S.C. § 1913, No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, a jurisdiction, or an official of any government, to favor, adopt, or oppose, by vote or otherwise, any legislation, law, ratification, policy, or appropriation, whether before or after the introduction of any bill, measure, or resolution proposing such legislation, law, ratification, policy, or appropriation; but this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to any such Member or official, at his/her request, or to Congress or such official, through the proper official channels, requests for any legislation, law, ratification, policy, or appropriations which they deem necessary for the efficient conduct of the public business, or from making any communication whose prohibition by this section might, in the opinion of the Attorney General, violate the Constitution or interfere with the conduct of foreign policy, counter-intelligence, intelligence, or national security activities.

Violations of this section shall constitute as a violation of 31 U.S.C. § 1352(a).

19. Drug-Free Workplace

The Drug-Free Workplace Act of 1988 (41 U.S.C. § 701 et seq.) requires that all organizations receiving grants from any Federal agency agree to maintain a drug-free workplace. By signing the application, the AOR agrees that the Non-federal entity will provide a drug-free workplace and will comply with the requirement to notify NIH if an employee is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for debarment. Government wide requirements for Drug- Free Workplace for Financial Assistance are found in 2 CFR part 182; SBA implementing regulations are set forth in 2 CFR part 382.400. All non-federal entities of SBA grant funds must comply with the requirements in Subpart B (or Subpart C if the non-federal entity is an individual) of part 382.

20. Non- Transferability

This Award may not be transferred or assigned (either in whole or in part) without prior written approval from SBA. Additionally, no interest in this Award may be conferred upon a third party and the Award may not be pledged as collateral or security.

21. Standard Term - Advancing Racial Equity and Support for Underserved Communities

Executive Order: Advancing Racial Equity and Support for Underserved Communities through the Federal Governments (E.O. 13985 can be found at:

<https://www.federalregister.gov/documents/2021/01/25/2021-01753/advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government>)

22. Standard Term - Trafficking Victims Protection Act of 2000 (22 U.S.C. 7104(G)), as amended, and 2 C.F.R. PART 175

The Trafficking Victims Protection Act of 2000 authorizes termination of financial assistance provided to a private entity, without penalty to the federal government, if the recipient or subrecipient engages in certain activities related to trafficking in persons. 2 C.F.R. § 175.15(b). See <http://www.gpo.gov/fdsys/pkg/CFR-2012-title2-vol1/pdf/CFR-2012- title2-vol1-sec175-15.pdf>.

Award Term from 2 C.F.R. § 175.15(b): Trafficking in persons.

a. Provisions applicable to a recipient that is a private entity.

1) You, as the recipient, your employees, subrecipients under this award, and subrecipients' employees may not:

a) Engage in severe forms of trafficking in persons during the period of time that the award is in effect;

b) Procure a commercial sex act during the period of time that the award is in effect; or

c) Use forced labor in the performance of the award or subawards under the award.

2) We as the federal awarding agency may unilaterally terminate this award, without penalty, if you or a subrecipient that is a private entity:

a) Is determined to have violated a prohibition in paragraph a.1 of this award term; or

b) Has an employee who is determined by the agency official authorized to terminate the award to have violated a prohibition in paragraph a.1 of this award term through conduct that is either:

i. Associated with performance under this award; or

ii. Imputed to you or the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 C.F.R. Part 180, "OMB Guidelines to Agencies on and Suspension (Non-procurement)."

b. Provision applicable to a non-federal entity other than a private entity. We as the federal awarding agency may unilaterally terminate this award, without penalty, if a subrecipient that is a private entity:

1) Is determined to have violated an applicable prohibition in paragraph a.1 of this award term; or

2) Has an employee who is determined by the agency official authorized to terminate the award to have violated an applicable prohibition in paragraph a.1 of this award term through conduct that is either:

a) Associated with performance under this award; or

b) Imputed to the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, "OMB Guidelines to Agencies on Government-wide Debarment and Suspension (Non-procurement)," as implemented by our agency at 2 CFR Part 1125.

c. Provisions applicable to any non-federal entity.

1) You must inform us immediately of any information you receive from any source alleging a violation of a prohibition in paragraph a.1 of this award term.

2) Our right to terminate unilaterally that is described in paragraph a.2 or b of this section:

a) Implements section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104(g)); and

b) Is in addition to all other remedies for noncompliance that are available to us under this award.

3) You must include the requirements of paragraph a.1 of this award term in any subaward you make to a private entity.

d. Definitions. For purposes of this award term:

1) "Employee" means either:

- An individual employed by you or a subrecipient who is engaged in the performance of the project or program under this award; or

- Another person engaged in the performance of the project or program under this award and not compensated by you including, but not limited to, a volunteer or individual whose services are contributed by a third party as an in-kind contribution toward cost sharing or matching requirements.

2) “Forced labor” means labor obtained by any of the following methods: the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

3) “Private entity”:

- Means any entity other than a state, local government, Indian tribe, or foreign public entity, as those terms are defined in 2 CFR 175.25.

- Includes:

- A nonprofit organization, including any nonprofit institution of higher education, hospital, or tribal organization other than one included in the definition of Indian tribe at 2 CFR 175.25(b).

- A for-profit organization.

4) “Severe forms of trafficking in persons,” “commercial sex act,” and “coercion” have the meanings given at section 103 of the TVPA, as amended (22 U.S.C. 7102).

23. Standard Term - Accessibility Provisions

Non-federal entities of federal financial assistance (FFA) from SBA must administer their programs in compliance with federal civil rights law. This means that non-federal entities of SBA funds must ensure equal access to their programs without regard to a person’s race, color, national origin, disability, age, and in some circumstances, sex and religion. This includes ensuring your programs are accessible to persons with limited English proficiency. SBA provides guidance to recipients of FFA on meeting their legal obligation to take reasonable steps to provide meaningful access to their programs by persons with limited English proficiency.

The SBA Office for Civil Rights also provides guidance on complying with civil rights laws enforced by SBA.

Recipients of SBA also have specific legal obligations for serving qualified individuals with disabilities. Please contact the SBA Office for Civil Rights for more information about obligations and prohibitions under federal civil rights laws at 1- 800-827-5722.

24. Standard Term - Accessibility of Facilities and Events

In accordance with the Americans With Disabilities Act of 1990 (42 U.S.C. § 12101 et seq.) and § 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794), all facilities You use to provide services to the public in connection with this project must be accessible by persons with disabilities. In addition, all notices, promotional items, brochures, publications, and media announcements informing the

public of events, programs, meetings, seminars, conferences and workshops conducted pursuant to this project must include the following accessibility/accommodations notice:

Reasonable accommodations for persons with disabilities will be made if requested at least two weeks in advance. Contact [insert contact information for the person who will make the arrangements]."

25. Standard Term - Data Collection and Performance Measurement:

All non-federal entities are required to collect and report evaluation data to ensure the effectiveness and efficiency of its programs under the Government Performance and Results (GPRA) Modernization Act of 2010 (P.L. 102-62). Non-federal entities must comply with the performance goals, milestones, and expected outcomes as reflected in the Notice of Funding Opportunity (NOFO) and are required to submit data per reporting requirements.

Please contact your GOTR for additional submission information.

26. Standard Term - Procurement of Goods and Services:

You may follow Your own procurement policies and procedures when contracting with Project Funds, but You must comply with the requirements of 2 C.F.R. §§ 200.317-200.326. Additionally, when using Project Funds to procure supplies and/or equipment, You are encouraged to purchase American-manufactured goods to the maximum extent practicable. American-manufactured goods are those products for which the cost of their component parts that were mined, produced, or manufactured in the United States exceeds 50 percent of the total cost of all their components. For further guidance regarding what constitutes an American-manufactured good (also known as a domestic end product), see 48 C.F.R. Part 25.

27. Standard Term – Audits

If You are not subject to the requirements of the Single Audit Act, You must prepare an annual financial statement. If Your organization has been categorized as a high-risk entity by SBA due to financial and/or performance issues, you will be required to obtain an audited annual financial statement at your own expense until such time as Your organization is removed from the high-risk category.

Non-federal entities are responsible for submitting their Single Audit Reports and the Data Collections Forms (SF-FAC) electronically to the to the Federal Audit Clearinghouse Visit disclaimer page (FAC) within 30 days after receipt or nine months after the FY's end of the audit period. The FAC operates on behalf of the OMB.

28. Standard Term – Recordkeeping

You must maintain complete and accurate records and supporting documentation of sufficient detail to facilitate a thorough financial, programmatic, and/or legal compliance audit or examination of this project. You must make these records available to SBA, its agents, its Office of Inspector General, and/or Federal investigators on demand and provide them with unrestricted access to

review and make copies of all products, materials, and data, including those prepared or stored electronically. At a minimum, the records You must maintain on this project include:

- i. The time and attendance of employees whose salaries are charged to this Award, with sufficient detail to substantiate the claimed percentage of work performed in support of this project.
- ii. Contact information for project clients and a log of the type and amount of assistance provided.
- iii. An inventory of equipment purchased, in whole or in part, with award funds. This inventory must comply with the requirements of 2 C.F.R. § 200.313.
- iv. Your ledgers and annual A-133 Audit Report. If You are not subject to the requirements of the Single Audit Act, You must have an annual audited financial statement. Unaudited financial statements are not an acceptable substitute.
- v. Copies of receipts, invoices, contracts, leases, and other supporting documentation for all expenses paid with Project Funds.
- vi. Copies of checks, receipts, letters of donation, and other supporting documentation for all matching contributions related to this Award.
- vii. Copies of judicial and administrative decisions and compliance reviews (as applicable) and other supporting documentation demonstrating your adherence to the legal requirements listed in the SF-424B

Records may be kept in hard copy, electronic, or facsimile form and must be retained for no less than three years from the date the final project report is due. For further guidance regarding recordkeeping requirements, see 2 C.F.R. §§ 200.333 – 200.337.

29. Standard Term – Closeout Requirements

All Final Reports are due within one hundred and twenty (120) days after the expiration of the project period. The following reports are required.

- Final payment document (SF-270)
- Final Federal Financial Report (SF-425)
- Final Performance Report
- De-obligation Letter

30. Standard Term - Ad Hoc Submissions

Throughout the project period, SBA may determine that a grant requires submission of additional information beyond the standard deliverables. This information may include, but is not limited to, the following:

- Payroll
- Invoices

- Consultant Contract documentation
- Proof of project implementation

31. Standard Term - Submitting Responses to Conditions and Reporting Requirements

Unless otherwise identified in the special terms and conditions of award and post award requests, all responses to special terms and conditions of award and post award requests must be submitted to the Program Office and the Office of Grants Management (OGM).

32. Standard Term - UEI

As of April 4, 2022, the Federal government stopped using the DUNS Number to uniquely identify entities. Now, entities doing business with the Federal government use the Unique Entity ID created in SAM.gov.

If your entity is registered in SAM.gov, your Unique Entity ID has already been assigned and is viewable in SAM.gov. This includes inactive registrations. The Unique Entity ID is located on your entity registration record.

33. Standard Term – Whistleblower Protection

If you are a Federal employee, or employee of a contractor, subcontractor, or grantee submitting information to the SBA OIG regarding fraud waste or abuse in the SBA’s programs or operations, you are probably a whistleblower. Please be aware, however that specific criteria apply to whistleblower protections afforded by law. For example, disclosures by current and former federal employees, applicants for federal employment, and employees of a federal contractor, subcontractor, or grantee have special meaning and protections.

Federal law prohibits governmental personnel from retaliating against an employee who acts as a whistleblower by reporting suspected waste, fraud or abuse to the OIG. Under the Federal prohibited personnel practices, 5 U.S.C. §2302(b)(8), employees may not “take or fail to take, or threaten to take or fail to take, a personnel action with respect to any employee or applicant for employment” because the person has disclosed information to an OIG which he or she reasonably believes is evidence of (1) a violation of any law, rule, or regulation, or (2) gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety, so long as the disclosure is not specifically prohibited by law or Executive Order.

Reporting Fraud

The OIG encourages all SBA employees and lenders to be on the lookout for fraud. If you suspect fraud, please report it to the OIG immediately by contacting the OIG Hotline at 1-800-767-0385 or OIGHotline@sba.gov(link sends e-mail).

34. Standard Term – Restrictions on Certain Types of Clients

You may not utilize project resources to provide counseling services to any concern that:

- is other than small;
- is based in a foreign country;
- is engaged in any activity that is illegal under federal, state, or local law or that can reasonably be determined to support or facilitate any activity that is illegal under federal, state, or local law;

- derives more than one-third of its gross annual revenue from legal gambling activities;
- presents live performances of a prurient sexual nature or derives more than a de-minimus amount of revenue from the sale of products or services of a prurient sexual nature;
- is not organized for profit (Exception: To the extent it does not negatively impact the goals or milestones established under this Award or detract from its core purpose, You may use project resources to counsel non-profit organizations that devote a significant portion of their activities to assisting entrepreneurs).

35. Standard Term – Governing Authority/Order of Precedence

This Award is subject to the following requirements and representations, whether stated explicitly or incorporated by reference:

1. The statutes, regulations, and policy documents cited in Blocks 1 and 14 of the Notice of Award cover page and any other relevant, subsequently enacted laws.
2. Program Announcement No. [Number], [any existing policy documents You want them to follow (e.g., manuals, etc.)], and any subsequently issued SBA policy guidance.
3. Those terms and conditions set forth below.
4. Your accepted application for this Award, including all forms and assurances, and any subsequently approved additions or modifications.

In the event of a conflict between these requirements, the Order of Precedence listed above will determine which prevails. Unless explicitly stated otherwise, all deadlines discussed in this Notice of Award will be measured in terms of calendar days. By signing Block 23 of the Notice of Award cover page, You acknowledge Your acceptance of all these requirements.

Definitions

The definitions listed below apply to all SBA Awards. Additional definitions relating to a particular SBA program may be found in the grant program regulations, Program Announcement, and/or Special Terms and Conditions.

- a. Award – a conferral of Federal financial assistance to support a specific public project, whether in the form of a grant, cooperative agreement, or contract.
- b. Client – an entity receiving technical assistance under this Award. A Client may be an existing small business concern, or an individual interested in owning and operating a small business concern.
- c. Client Information – files and records concerning a Client, as well as any information that could be used to identify, contact, or locate a Client. Does not include statistics or similar data that is not attributed to a particular Client.
- d. Entity, as it is used in this award term, means all of the following, as defined at 2 CFR part 25, subpart C:
 - a. A governmental organization, which is a state, local government, or Indian Tribe;
 - b. A foreign public entity;
 - c. A domestic or foreign nonprofit organization;
 - d. A domestic or foreign for-profit organization; and
 - e. A Federal agency, but only as a subrecipient under an award or subaward to a nonfederal entity.
- e. Key Personnel – those individuals who play a crucial role in the conduct of a project. Examples include directors, managers, counselors, and instructors, but not support staff.
- f. Overmatch(ed) – a level of matching contributions that exceeds the amount required.
- g. Program Income – additional funds generated through the conduct of project activities. Includes, but is not limited to, income derived from service or event fees, sales of commodities, repayments of interest or principal on loans made with Project Funds, and usage or rental fees. Does not include interest earned on advances of Federal funds.
- h. Project Funds – all funds covered by the project budget. Includes both Federal funds and matching contributions (cash and in-kind) dedicated to the project.
- i. Subaward:
 - a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the non-federal entity award to an eligible subrecipient.
 - b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200.330).
 - c. A subaward may be provided through any legal agreement, including an agreement that you consider a contract.
- j. System of Award Management (SAM) means the federal repository into which an entity must provide information required for the conduct of business as a non-federal entity. Additional information about registration procedures may be found at the SAM Internet site (currently at: <http://www.sam.gov>).
- k. Unique entity identifier (UEI) means the identifier required for SAM registration to uniquely identify business entities.

I. You – the non-federal entity organization (recipient) for the Award.



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT G

April 2024
Executive Director’s Quarterly Report
To the Board of Directors
(with Program Updates)

Strategic Priorities (FY 2023-24)

Strategic Objectives (updates in *blue/italic*)

1. Build out the Billings entrepreneurship ecosystem to support new, innovative, diverse business startups (Leads: Business Advising & Lending Programs)

Strategies

- a. Complete the Rock31/BSED facility development project to its full vision— *The facility is being evaluated for needed updates—technology and furnishings. A plan for these updates should be ready to consider this month.*
- b. Execute the Rock31 program plan, build Rock31 membership and roll out acceleration programming— *With a new Director of Entrepreneurship (Keith Hart) and the Senior Director leadership role for this program area being assigned to Marcell (Senior Director of Engagement), we are working with Rock31 members and exploring options to enhance our programming. We want to create a plan to “launch” our members after a development plan/period so that we can work together **to assure** their success with certainty and provide space for other entrepreneurs. As a part of this effort we will develop a Rock31 Advisory Council made up of members to help frame the criteria for the launch. Keith is doing a great job interacting with members and developing a program plan for the next phase of Rock31.*
- c. Build awareness of all business advising and lending programs and tools— *The topic of “building awareness” was front and center in our Impact Survey results, Staff Planning and Board planning. We have a strong marketing plan in place, supporting the promotion of each program, but we have many audiences to apply to and a multifaceted message to share, so we have work ahead as we develop our organizational opportunities and strategic priorities for FY ’25.*

2. Act Now to redevelop downtown, building essential workforce housing and connection/complementing medical corridor investment (Leads: Executive Director, Community Development, and Recruitment)

Strategies

- a. Partner to create a Development Action Fund (pool of tools and resources) to attract and incent downtown housing/mix-use development— *TIF has been the tool of choice for recent downtown redevelopment projects. A 100-unit hotel was recently approved by City Council, with a commitment to invest \$5.0 million in tax increment financing. That commitment along with current project development has exhausted TIF dollars, at least in the near term (the next six months). That is a good problem to have (the funds are being put to use and supporting new*

private investment in our downtown core.). It also makes it difficult to encourage new investment, and we have so much work ahead—many vacant or underutilized lots/buildings, and real proposals on the table for future consideration. This may be a role for our Opportunity Fund (front load future TIF dollars for projects, with the expectation of a reimbursement, and consider grants and/or loans for these capital projects). More on these options to come.

The Downtown Housing Working Group work continues. Our last meeting was March 28. We will begin work together on a proposed “ripe for development” project map, highlighting the areas through the medical corridor (starting with the MSUB campus) through 6th Ave. in to the core of downtown. We will also look at development options in the Division Street area, including at Transwestern and the YMCA. The goal is to map out these potential projects and consider what tools are needed to move these projects forward. Our next meeting will be May 24th.

FYI—the Intermountain Health Board was in Billings two weeks ago assessing their plan for the development of a new hospital. The word I got was, “They were impressed by the community, its growth and the need for expanding medical services.” More details to follow on formal groundbreaking. Know that the BSED team provided information and a welcome gift to the IH Board.

A side note—the Development/Reimbursement Agreement we executed with the City and Coca-Cola is paying off in more ways than reimbursement of our Opportunity Fund dollars. With the extension of the water and sewer system in the area, we are now working with a developer on another major project in that area. That announcement will come this fall. See, when the infrastructure is ready to go, we attract investment. We are looking to use this model downtown as well.

- b. Develop a marketing/outreach strategy and solicit developer proposals—*The City and Downtown Billings Partnership have led this effort, with the new downtown hotel development (120 bed high-end Marriot hotel) being the first success. This will be the first new-build downtown hotel in decades. This project has come with a \$5.0 million TIF commitment, which is the purpose of the TIF program—a big success. That said, TIF available for additional projects is now limited. We will be working with the Downtown Billings Partnership on how best to support future projects, partnering TIF funds with resources we may have available, with the goal being to incent new mix-use development—housing, retail, hospitality, office.*
- c. Update the 2017 downtown housing study to guide decision making for City/BSED and private developers—**COMPLETED.**
- d. Seek a more development-friendly approach from the City—*No progress in this area, yet.*

3. Invest in the quality of our community through a comprehensive parks and trails development and funding plan (Leads: Community Development)

Strategies

- a. Facilitate working groups that feed the policy-making process—*Next steps for this work will be focused on making incremental progress on key parks and trails projects. More detail on this can be found in the Program Updates Section, under Community Development.*
- b. Provide research and data that articulates the economic development value in parks and trails development—*ongoing work.*

- c. Build public awareness regarding parks and trails investment—*on-going work.*
- d. Complete \$1.0 million in phase-one Coulson Park development— *To date we have raised, including BSED contributions, about \$800,000 toward initial Coulson Park development. The construction of phase one has been delayed due to the redevelopment of the Yellowstone River Bridge. With that project complete you'll begin to see some progress at Coulson. See Community Development Section of the Program updates for more info.*

4. Grow, retain and attract a qualified workforce (Leads: BillingsWorks)

Strategies--

- a. Curate & share quarterly job market/industry data reports and solutions for employers to help them make data informed decisions related to talent attraction and retention
- b. Collaborate with Think Billings to advance talent attraction and retention resource with targeted marketing campaigns that align business recruitment efforts and talent attraction efforts
- c. Sustain partnerships and focus on education and industry alignment and collaboration through participation in STEM Yellowstone, internships, Yellowstone County Summer Jobs Program, the Summer Intern Leadership Institute, and continued convening (quarterly) of the BillingsWorks Steering Committee

We are preparing to launch a deep-dive research and analysis project to determine “ Billings’ best opportunities for talent attraction” with a nationally recognize talent and business attraction firm—Development Consultants International. The goal of this research and analysis is to better understand the factors that should be considered when building our talent pool—What are prospects looking for and what might draw them to Billings? What should our target markets be for talent attraction and why? The work will help educate the workforce recruitment efforts of our local businesses and refine our Better Off in Billings messaging and on-line platform. Marcell will provide the Board with more details.

Check out the Program Report section for more details on our workforce development strategies and active projects—Summar Jobs Program, Campus Billings, etc.

Program Updates

COMMUNITY DEVELOPMENT

Community Development – April 2024 Activity

- Fulfill 100% of Yellowstone County Interlocal Agreement Responsibilities
- Prepare five new grant applications-TCP, NADC joint app, US EDA
- Facilitate five new community investments in placemaking through Space2Place-COMPLETED
- Conduct two new Brownfield Assessments
 - o Six Phase I ESAs complete
 - o Three Phase II ESAs complete, 2 in process

Community Development Monthly Highlights

- New Tax Abatement Program – Class Eight Manufacturing Equipment from HB 830 – 6 applications received, conducted public hearings, complete

- One Tax Abatement Application received by County for 10 -year program, evaluation in process
- Led the RFQ process for a QEP for the Brownfield RLF program
- Brownfields Committee held interviews and selected a firm to contract for services
- Working with City and the County on Tax Abatement Programs Revisions/Updates in process
- Participating in United to Solve Homelessness, United Way, Bezos Fund Oversight Committee
- Presentation to Laurel City Council on Brownfield program
- Working with Laurel Urban Renewal Agency on Laurel Redevelopment efforts and TIF coordination
- Thriving Communities grant Work Plan developed, Community listening sessions completed
- Presenter at IEDC Neighborhood Development Strategies Course
- Participated in 9 professional development webinars, Realtors Know Your Community Conference
- Space2Place microgrant program received applications requesting funds, board and staff committee reviewed applications, selected finalists, and will announce at Better Off in Billings April 18
- Downtown Housing Strategy Partners meeting
- Lockwood Industrial Park (TEDD), County submitted a US EDA application for infrastructure funding

APEX ACCELERATOR

Since August 1st, 2023, MT APEX Accelerator has provided 2918 advising sessions (2089 hours) to 831 unique companies through its six locations across the state. The Billings location provided 925 sessions (517 hours) to 255 unique companies and BSED's SW Montana APEX location provided 316 sessions (218 hours) to 117 unique companies. 38 training sessions with 826 in attendance were delivered to companies across the state. Of this, Billings & SW MT held 16 training and/or matchmaking events (in person and virtual). Companies assisted by Billings and SW MT were successful in winning contracts valued at \$52,199,327 (\$30,446,194 in the Billings region and \$21,753,133 in the SW Montana region). Statewide, companies assisted by all six APEX locations won contracts valued at \$119,849,892. The BLM Industry Day, Cybersecurity for DoD contracting, SBA Mentor Protégé, Forest Service Pre-Quote Meetings for Wildfire Contracting and Move Beyond SAM were well received and informative for attendees. Future workshops are being planned with GSA, General Dynamics and Forest Service. Montana APEX has been invited by the Montana Department of Commerce recruitment staff to participate in its "Red Carpet Tours" to introduce recruitment prospects to government contracting possibilities and resources.

VBOC

The VBOC **2023-2024 Grant Year ends April 30**. We have submitted the documentation for the second of five renewals and have exceeded our expectations given the 2.5-month lapse between the resignation of the prior director and project manager and the hiring of the new director. In addition, the second position remained unfilled until mid-February of this year.

A new project manager transitioned in the efficiency of the operation quickly integrated the necessary changes to provide accurate grant renewal documentation by Friday of last week. **All goals were met or exceeded** except for the number of outreach events. In that instance we achieved 70% of the number of events but **exceeded the goal of 314** veteran attendees by **342%** (for a total of **1,075 veteran entrepreneurs**). Other goals met or exceeded:

A. TRANSITION Goal #1: Boots to Business (B2B) Training for transitioning service members at the three Air Force Bases in our region.

- **Measure: 100% VBOC Coverage of the B2B training sessions on 3 Air Force Bases – 12 trainings projected**

B. EDUCATE/INSPIRE Goal #2:

- **Reboot Training Measure: 12 events with 100 attendees**
- **Additional (non-B2B/Reboot) trainings: 12 events with 200 attendees**

C. CONNECT Goal #3: Individualized consulting services to connect veterans and their spouses with the resources they need to be successful in their entrepreneurial journey.

- **Measure: 400 sessions resulting in ≥115 referrals to local partners.**
- **Measure: 5 Business Starts.**

D. OUTREACH Goal #4:

- **Measure: 80 outreach meetings. ≥10 outreach meetings per quarter by VBOC Director, ≥10 outreach meetings per quarter by Training Program Manager**

MEMBER INVESTOR

Fourth quarter Member Investor invoices have been sent and we continue to close open invoices from 1st, 2nd, and 3rd quarter. To the credit and assistance of Tami, 10-different open invoices were closed in the past 4-weeks totaling \$31,500! Three new Member Investors have joined BSED’s Member Investor Program; Western Skies Strategies and Granite Peak Environmental have joined the Builder Level. First Federal Bank and Trust joined at the Collaborator Level. In addition, Since February 13th, we have co-hosted three different Member Investor Lunches at Greater Good Health, Coldwell Banker, and First Federal Bank & Trust. Those lunches have been attended by 22 separate Member Investors, BSED Staff Members, and additional prospect Member Investors. An immediate expectation for the program will be to schedule an upcoming Member Investor Committee Meeting. As always, please connect with me regarding new perspective Member Investor referrals or communications with current Member Investors at patrick@bigskyeda.org, 869-8419.

ENGAGEMENT

Marketing/Communications/Events

#	J	F	M	A	M	J	J	A	S	O	N	D	YTD
Newsletters	18	21	21										
Org Training/Events	4	3	10										
Podcast Episode Released to date	25	30	34										
Press/Media Interviews/Media Mentions	3	2	1										
External Meetings/Outreach/Presentations	3	6	11										

BillingsWorks Outreach

#	J	F	M	A	M	J	J	A	S	O	N	D	YTD
Hosted Meeting/Event	5	7	5										
Community Outreach/Meeting	20	22	18										

Rock31

**New reporting beginning in March w/ new Director*

#	J	F	M	A	M	J	J	A	S	O	N	D	YTD
Private Offices			9/10										
Dedicated Desks			15/15										
24/7 Shared Space			21										
8 am – 5pm Shared Space			17										
Gross Membership Revenue			\$9,044.20										

HIGHLIGHTS

- **Marketing/Communications**
 - Sent out first Air Service Communications Committee Newsletter (March) – partnership with recruitment
 - Signed on with HubSpot
- **BillingsWorks**
 - Hosted Session 1 of Empowering Excellence Manager Training Series (1 of 4)
 - Hosted Q1 BillingsWorks Steering Committee Meeting
 - Began hosting student interviews for YCSJP
 - Shaye – elected to the MT HOSA and MT After School Alliance Boards
- **Rock31**
 - Hosted Early Stage Montana Scaling Series watch party
 - Ongoing throughout the year
 - Hosted Frontier Angels x Early Stage MT Health Tech Forum
 - Hosted watch party/conversation and Frontier Angels dinner
 - 25 members/investors
 - Pitches from Rock31 members and Montana Med-Tech startups
 - Hosted Montana High Tech Business Alliance Yellowstone Chapter Social Event
 - Rock31 Director will represent Rock31/BSED on Community Advisory Board for
 - Headwaters Tech Hub

BUSINESS RECRUITMENT

List of Air Service Next Steps		
Airline	Next Meeting	Touchpoints
'24 Benchmarks		
United Airlines	Conference	Newsletter
Cape Air	Conference	Newsletter
Sun Country Airlines	First Flight	Newsletter
Spirit Airlines	Conference	Newsletter
Avelo Airlines	Conference	Newsletter; Letter of Support
Breeze Airways	Conference	Newsletter
Alaska Airlines	Conference	Newsletter
U.S. Department of Transportation		Newsletter
JetBlue	Conference	Newsletter
SkyWest Airlines	Conference	Newsletter
Allegiant Air	First Flight	Newsletter
American Airlines	Conference	Newsletter
Delta Airlines	Conference	Newsletter
Southwest Airlines	Conference	Newsletter; Economic Update; Holiday Card; Letter of Support

Market	Year	Standing	Seats	Seat Change (YOY)	Capacity Margin	Ranking - Percentage Growth	Flights	Percentage Change	Ranking - Flight Growth
Billings	2023	4	529413	54873		1	9303	18	1
Missoula	2023	3	533281	34274	3868	3	4992	5	2
Kalispell	2023	2	540246	50422	10833	2	4629	3	3
Bozeman	2023	1	1483959	64845	954546	4	10093	2	4

Company	Decision	Current Step	Next Step	Investment Area	Investment Value	Jobs	Impact	Industry	Incentives
National Hospitality Company		Intro Meeting Scheduled	Viewing Properties	Downtown				Accommodations; Housing	
MDOC Retailer		Sent Properties	Intro Meeting Scheduled	West End (24th)		5		Retail	MDOC
Rivers Edge Productions		Relationship Maintenance	Decision	Downtown				Entertainment	
Ischemia Care		Relationship Maintenance	Decision	Medical Corridor				Healthcare	
DSOFT		Partnership Introductions	Workforce	Downtown		5		Manufacturing; Defense	
Alpha Loading Systems		Viewing Properties	Decision	TEDD		75		Manufacturing; Defense	MT Board of Investment
Eden Health		Workforce	Ribbon Cutting	West End (Zoo Drive)				Healthcare	
Stovall Ranches, LLC		Partnership Introductions	Decision	County				Industrial	
Entertainment /Sports Facility		Relationship Maintenance	Decision	Downtown				Entertainment	
Esprit Health Clinic and Medical Spa		Viewing Properties	Ribbon Cutting	West End (24th)				Healthcare	
Wild Rose Paintball		Sent Properties	Decision	BIRD				Entertainment	
Coca-Cola Bottling Plant	WIN	Ribbon Cutting	Relationship Maintenance	South Billings Boulevard	50000000	100		Manufacturing	Tax Abatement
MDOC Energy Project		Key Introductions	Incentives	County	75000000	0		Energy	Tax Abatement
MSU College of Nursing		Groundbreaking	Relationship Maintenance	Medical Corridor				Healthcare	
Rocky Vista University - Vet School	WIN	Key Introductions	Relationship Maintenance	West End (Shiloh)	60000000	100		Higher Education	Tax Abatement
National Manufacturing Facility	WIN	Billings Visit - On Site	Relationship Maintenance	South Billings Boulevard	18641754	100	284340 27	Retail	
Family Entertainment Center		Partnership Introductions	Incentives	West End (24th)	10000000	150	198144 93	Entertainment	MDOC
Groundline Engineering		Partnership Introductions	Billings Visit - On Site	South Billings Boulevard				Energy	
Ultimate Defense	WIN	Relationship Maintenance	Relationship Maintenance	BIRD	12000000	149	16000	Manufacturing; Defense	MDOC; TIF

SBDC

Noteworthy:

- ★ SBDC Day – March 20
 - Social Media marketing the SBDC
 - Downtown Business outreach

Team Activity:

- SBDC Client Outreach
 - Sent out monthly newsletter to all SBDC clients.
 - Partnering with the Chamber/Native American Summit in April
 - Partnering with NADC on MBDA Capital Readiness Grant
 - Partnering with Beartooth RC&D to provide Rural training
- Team members attended or participated in:
 - DBA Battle of the Plans – March 1
 - Attended BSED Ex Committee – March 3
 - Breaking Barriers, Building Bridges – March 8
 - DBE “You’ve Got the Job” - March 12
 - Early-Stage Montana – March 13
 - Attended BSED Board planning meeting – March 14
 - SBDC Day – March 20
 - Beartooth Board Meeting – March 21
 - Partner with RMWBC – E3 Billings – March 26
 - BSED Outreach to Yellowstone Boy & Girls Ranch – March 27
- Monthly training:
 - Startup Roadmap – March 14
 - True Space Training – March 21
 - 8 businesses are attending the 6-month program
 - Launch Your Business with Customer-Focused Marketing – March 26

Big Sky Finance

Following is our loan activity for the month:

SBA 504 Loans Approved 2 - \$1,012,000

No SBA 504 loans were funded in the month of March; however, we closed on a 504 loan for a project in Colorado that is to be funded in April. Additional loan closings will occur in the next couple of months as projects wrap up. Demand for the SBA 504 loans remains positive. We have several applications we have been working on, and other inquiries we are working with lenders and borrowers on to see if the projects will work.

Focus the end of March has turned to the MT SSBCI 2.0 loan program. After many months of waiting, the application portal opened March 22. We have several applications to submit prior to the April 12 deadline, with additional applications coming in.

Outreach across the state continued with Tyler and Brandon visiting commercial lenders in various communities and the Billings area. We held our annual Lender Appreciation Breakfast in February which was very well attended by over 40 lenders in the Billings area. Tyler attended a week of NADCO training on marketing the SBA 504 loan program and overview of 504 policy and procedures.

The SBA 504 effective interest rates for SBA 504 loans continue to remain very competitive and below market. SBA 504 effective rates for March were:

- 25-year debenture = 6.29%
- 20-year debenture = 6.37%
- 10-year debenture = 6.60%

Organizational/Policy Matters

1. Public Safety—Next Steps— The BSED Board will be asked to consider taking a position in support of SD2’s School Safety Mill Levy. *Reference materials which outline the details of the SD2 mill levy request will be available as handouts.* Safe schools are a critical step in the community’s efforts to battle public safety challenges. It is important that BSED support this effort in the greater context of our economic development and community development work. This mill levy is important to our work in the following ways—
 - Providing safety and support resources at the elementary and high school levels supports the development of our future workforce
 - The quality of our community is judged by many factors, a safe and quality education system is one of the key factors that supports our quality of life and thereby our ability to retain and attract families and a talented workforce
 - Our ability to attract new private investment is directly related to first assuring a safe community and safe schools. As we work to attract new businesses and support the expansion of existing industry, safety is a top-of-mind issue
 - All the work we do as the community’s economic development public/private partnership will be under-minded if we can’t promise safe schools, with the resources to provide for student’s safety and wellbeing, and career paths

I will be recommending to the Board that BSED take a position in support of the SD2 School Safety Mill Levy.

Work does continue on the planned 72-hour holding facility (to allow for arrests and immediate jail) through a joint effort of the City and County. We are 13 months away from this facility (40 to 90 beds) being available for law enforcement. Also, study continues on the jail expansion plans. That info should be ready in the next 30 days. More info to follow.

County Commissioners received design and cost estimate reports on a proposed short-term holding facility that would handle up to 40 inmates who are on temporary hold status following an arrest. That is the population of criminals that now are released following their arrest due to a lack of space at the county jail. The cost estimate is \$3.3 million for this new facility, and it will take up to 18 months before it is ready for use. The Commissioners and the City will be discussing a cost share arrangement to pay for the construction and operation of this facility.

2. Strategy Partners—Next Steps— The City of Billings and Downtown Billings held planning sessions days following our BSED Board Planning Session. The Chamber is hosting the Aspirational City Visit (June to Grand Rapids). All of this work needs to come back to the

Strategy Partners table for collaborative strategy development. I will be working with the Strategy Partners to schedule a joint meeting so that we can compare plans and find a set of common objectives for our community's growth and development. Stay tuned for the details, as this meeting will likely be a joint Board meeting.

3. 2024 Strategic Planning – *The first draft of our Strategic Priorities for FY '25- '26 will be available as handouts.* This is rough and reflects initial thinking based upon our Impact Survey and Staff and Board planning. Know that the Senior Directors and Program Leaders at BSED are working to refine both organizational opportunities and strategic priorities. We will work to provide an updated set of objectives, strategies and outcomes for full discussion at the May Board meeting.
4. Staffing Plans – We have a full team in place, minus one position in the Recruitment and Community Development Quadrant. We are hiring a full-time project manager to add capacity to this team. It has been a long 18 months working on staffing needs, so it is exciting that we have a full/great team in place. Several key team members have stepped up to fill gaps and keep work moving forward during this period.
5. Executive Director Focus/Evaluation— Areas of Focus—I do owe the Board a review of the updated Executive Director Job Description, the updated Organizational Succession Plan, and the updated Salary Administration Guidelines. That work will be presented to the Board in May. It is all ready to go and I have reviewed these new plans with the Executive Committee.

The Board and Staff will soon receive the Executive Director Performance Questionnaire for the current year. That should go out April 12th. We ask that all Board members complete the survey. Riley and Andy (Board Chairs) will review the results of the questionnaire with the Executive Director (me) and provide an update to the Executive Director and Board at the May meetings. The first step is to complete the questionnaire. I very much value your feedback.

6. FY '25 EDA and EDC Budgets – Our FY '25 budget work is underway. We will have a first draft of the proposed EDA and EDC budgets ready to present to the Board at the May meeting. A first step in the development of the budget, as you all would understand, is considering salary adjustments for the coming fiscal year. A Market Study has been completed for each position in the organization, and we have reviewed that information with the Board's Salary Review Committee. A preliminary set of recommendations are being developed and we will review those recommendations with the Executive Committee at the May meeting. We are also working on resource needs in each program area and considering funds needed to move our Strategic Priorities and Organizational Opportunities forward.

The Boards will provide feedback on our budget recommendations at the May meeting, and then we will present a proposed final budget at the June Board meeting.

Respectfully submitted, April 11, 2024



Steve Arveschoug, Executive Director