

MIDLAND THEATER & EVENT CENTER BUSINESS PLAN 2017-2022



Prepared for: Midland Theater Foundation Board of Directors and Investors

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EXECUTIVE SUMMARY

The Midland Theater is the crown jewel of Coffeyville's historic downtown. Having served as a primary entertainment venue for over nine decades its reopening and expansion of programs will provide this Southeast Kansas community the venue to offer a much needed variety of both educational and entertainment programs as well as expanded meeting and convention space by utilizing the adjacent building creating the new Midland Theater & Event Center. The programs will offer arts and cultural education, training, entertainment, and community building. These programs will serve a previously underserved members of the community, which includes disabled adults and high-risk youth, as well as the more traditional mainstream. The expanded meeting space will complement the theater and provide space for classes, training, rehearsals, as well as offer a significant revenue stream for corporate and convention gatherings.

In addition, its reopening and repurposing will serve as the catalyst for Coffeyville's Reawakening initiative directed toward the revitalization of Coffeyville. The Midland Theater Foundation Inc. is a 501(c)3 nonprofit organization and is qualified as a not for profit corporation in the State of Kansas.

Vision

Enriching lives and empowering our community through innovative education and the arts

Mission

To create a *World Class Theater and Event Center* that contributes to a healthy community through education, arts and community involvement while serving as an economic driver for our historic downtown

Goal

The complex will be an exciting hub of creative, artistic, and educational activity that attracts people of all ages, serves a diverse underserved population, and establishes Coffeyville and Southeast Kansas as a leader in empowerment through the arts.

Recent History

Over a decade ago the original campaign was initiated but was discontinued when the leader, a beloved retired theatre teacher, died unexpectedly. A majority of the money that was raised was spent on the exterior of the building to ensure its preservation as water infiltration and the resulting damage could have resulted in a total loss of the structure. The building now has a new roof, HVAC unit, the Midland marquee, and some improvements in the stage area. The façade of the Alamo (Event Center) building has been repaired. However, much of the improvement needed to fully operate the facility safely remain to be completed. This plan outlines three phases of renovation as well as the plans for sustainability.

The Stages of Development

The Midland Theater & Event Center project has an estimated budget of \$3,300,000. The project budget consists of six stages:

- ❖ **Stage 1: Secure the Shell (Completed 2020)** **\$132,600**
Protects the building from the elements by tuckpointing, repairing front doors, windows, replacing back doors, replacing fire escape, repairing marquee roof and back of parapet on front roof.
- ❖ **Stage 2: Front of the House** **\$219,969.47**
Ticket booth, foyer, concession area, stairs, ballroom, mezzanine family restrooms, walls and area ceiling, east and west exterior offices.
- ❖ **Stage 3: Backstage** **\$213,150.29**
Talent nights, improv theater, open mic and night club events, traveling performance groups, rehearsals, lessons, art shows, book reviews/readings
- ❖ **Stage 4: White Box the Event Center** **\$560,558.53**
& ADA Restrooms/Access Corridor
STEAM programs, workshops, education, robotics, science fairs, art shows, rentals, weddings, reunions, community meetings.
- ❖ **Stage 5: Theater House – Lower & Balcony** **\$1,341,580.56**
Movies, plays, concerts, Ted Talks, streaming events, dinner theater, large public gatherings for auditorium style events.
- ❖ **Stage 6: Finish Conference Center** **\$841,375.81**
STEAM programs, robotics competitions, science fairs, art shows, educational workshops, weddings, reunions, community meetings, rental space for any occasion.

See [Table 1: MTEC Stages of Development](#)

The Campaign

The capital campaign will begin in early 2019 and extend through 2020. The goal is to raise a minimum of 3.0 million dollars. These funds will be raised from the business sector, foundations, private donations, grants, and tax credits. Projections based on high, medium, and low results are included in this plan and provide scenarios for planning. Projections are based on the following:

- The Class Challenge: Targeted approach to six decades of High School classes that have emotional ties to the Theater
- Naming Rights: Key areas designated for recognition through giving
- Take-A-Seat Campaign: Purchased seats with tag recognition of the seat
- Corporations and Foundations: Targeted programs from each entity with an interest in Southeast Kansas' growth and prosperity
- Standing Ovation: Offering a pledge plan for one owner and small business giving
- Grants: Targeting key organizations with like goals.
- Tax Credits: Working with agencies to provide tax breaks for giving on an annual basis

Sustainability

From the beginning of the campaign the programming and staffing will be considered. Implementing a plan for ongoing operations is essential and the sustainability plan includes a detailed budget and a three-part programming plan that includes a hybrid operating model of paid staff and volunteers. The programming efforts will be based on planning, implementing, and executing a comprehensive portfolio of diverse cultural offerings consisting of three distinct tracks. This will allow MTEC to offer essential arts/culturally based community outreach to the underserved in our community while at the same time generating revenue streams to ensure ongoing viability. The three tracks are:

- Community outreach which requires a subsidized plan
- Mainstream arts/education/entertainment which will be self-funding
- Facilities rental which will primarily be the revenue generation engine

Summary

The significance of this project cannot be overstated for this rural community which has suffered more than its share of devastating natural disasters and business down turns but has continued to prevail and build for the future. The restoration of this historic venue combined with the adjacent multi-purpose events center will serve as a cultural and educational hub as well as a catalyst for the community. Its programs will serve a diverse and often underserved population while the meeting space will provide facilities for corporations that now have to leave town to host business meetings. The community is involved in all aspects of fundraising and excited about the successful completion of this important Midland Theater and Event Center initiative.

MIDLAND THEATER FOUNDATION BOARD OF DIRECTORS

The Midland Foundation Board of Directors is the operating arm of the Midland Theater & Event Center. The Board of Directors manages all property of the corporation. Directors do not receive any salary for services, but by resolution of the board, may be reimbursed for expenditures and expenses incurred on behalf of, or while serving for, the corporation.

The 2020 Midland Theater Foundation Board of Directors

President	Haylie Bagwell	Professional Vocalist/Songwriter, Community Leader
Vice President	Darrel Harbaugh	President, USD 445 Board of Education, Retired Teacher
Secretary	David Beck	English Instructor, Coffeyville Community College
Treasurer	Denise York	Retired Global IT Project Manager, Amazon
Members –	Sharon Caulkins	Downtown Business Owner – Retired
	Jim Criswell	Order Processing Manager, Acme Foundry, Retired Architect
	Grant Hendrix	Project Manager, Coffeyville SEKTAM, Inc.
	Samantha Kudrick	Tourism Director, Visit Coffeyville
	Brent Ortolani	Executive Director, Saint Simeon’s Foundation
	Lisa Scheck	Marketing Manager, Retail Success LLC
	Ryan Schlotfelt	Senior Mechanical Engineer, Coffeyville Resources Nitrogen Fertilizers, LLC
	Peggy Steele	Managing Partner, Baroness Properties-Neighborhood Revitalization, Retired CEO/President, Regis Company
	William Wade	President, Bernard and Effie Jo Wade Family Foundation

THE HISTORY OF THE MIDLAND THEATER

Built in 1928 from plans by architect Clare A. Henderson of Coffeyville, the Midland Theater was the idea of John Tackett, its original proprietor, and Glen W. Dickinson of Lawrence, Kansas, who founded the Dickinson Theaters in 1920. On July 10, 1926, the Coffeyville Journal reported that Dickinson had leased the earlier Tackett Theater at 8th and Maple Streets as well as the “new theater building, which will be erected on the Tackett lots, just west of the Hotel Dale.” However, two years later, when the theater opened in September of 1928, the Coffeyville Journal did not mention Dickinson in its description of the opening of the New Tackett Theater.

John Tackett was a well-known Coffeyville resident. Born in Pittsville, Missouri on August 31, 1874, Tackett came to Coffeyville in 1890 with his mother and three siblings. The year they arrived, Tackett and his mother studio. Tackett gained national photographed the Dalton Gang raid collaborated with Emmett Dalton produced, and distributed a movie starred Dalton. Involved in the arts, Orchestra (a band of three dance classes. Among his students Less than a year after it opened, the the theater and changed its name Theater to the Midland Theater. installed a new twenty-four foot flashing lights around the marquee, to accommodate talking pictures The Fox Corporation owned and Coffeyville (the Midland Theater, and the Ismo Theater) until 1953 when the United States Supreme Court banned film company monopolies. Fox sold the Tackett Theater and a short time later closed the Ismo Theater due to declining attendance. The Fox Corporation, which was later acquired by the National General Theater Corporation, ran the Midland Theater until 1960 when the company sold the theater to Talmadge (“Tal”) and Pearl Richardson.

Theaters are always going to be around and doing fine. With computers and technology, we're becoming more and more secluded from each other. And the movie theater is one of the last places where we can still gather and experience something together. I don't think the desire for that magic will ever go away.

Wolfgang Petersen

opened a photography notoriety in 1892 when he in Coffeyville. He later and wrote, filmed, about the famous raid that he played in the Tackett performers) and taught was a young Will Rogers. Fox Corporation operated from the New Tackett Manager Glen Carroll “flasher sign” and as well as new equipment technology.

operated three theaters in the old Tackett Theater,

When the Richardsons bought the Midland Theater, the theater’s prior owners had already sold the organ; filled the orchestra pit with concrete; removed the chandeliers; converted the ballroom into offices and a storeroom; eliminated the box seats; reduced seating capacity; and installed a concession stand. However, the ticket booth, lobby, auditorium, and balcony retained their original configuration and the majority of their original finishes. After Tal Richardson died in 1976, Pearl continued operating the theater until her death in 1998. During this time, she worked to restore the theater to its original condition. After Pearl’s death, the City of Coffeyville purchased the Midland Theater. The City planned to raise money for the theater’s restoration as a venue to host live performances and movies until conveying the Midland Theater to the newly formed Midland Theater Foundation, Inc. on December 14th, 2004.

Building and Construction Overview

The Midland Theater, located at 212-214 West Eighth Street, Coffeyville, Montgomery, Kansas is a two-story, brick two-part commercial block building with a terra cotta façade. The building, which is approximately 140 feet deep and 50 feet wide, was constructed in 1928 as a commercial corridor in the historic center of Coffeyville. The theater sits in the center of the block on the north side of the street. To the east of the theater is a narrow lot which has historically been vacant and is adjoined by the former Hotel Dale, a six-story brick building now used for housing with some office spaces on the bottom floor. West of the theater is the Alamo Building, a brick two-part commercial block. The theater directly abuts the concrete sidewalk on the front (south) and an alley and surface parking lot on the rear (north). A row of historic commercial structures faces the theater from across 8th Street.

The theater featured brick, steel, and tile construction that was touted as safe from fire and panic. The canopy across the front of the building was one of the largest in the Midwest.” The lavish auditorium had plush carpeting, upholstered seats, crimson and gold draped fabrics, tapestries on the walls painted with a Spanish motif, and crystal chandeliers.

The Midland Theater lot contained a dwelling until at least 1923, when Coffeyville’s commercial district began pushing west. When the New Tackett Theater opened in 1928, it joined the city’s three existing movie houses: The Columbia Theater, the Lyric Theater, and the Tackett Theater. With seating for twelve hundred patrons, the New Tackett Theater was the largest movie theater in Coffeyville. Built for \$80,000, the theater featured brick, steel, and tile construction that was touted as safe from fire and panic. The canopy across the front of the building was one of the largest in the Midwest and featured the name “New Tackett Theatre.” The lavish auditorium had plush carpeting, upholstered seats, crimson and gold draped fabrics, tapestries on the walls painted with a Spanish motif, and crystal chandeliers. It offered the newest movie technology, including Vitaphone (amplified orthopneic music); modern heating, cooling, and ventilating systems; a sixteen-by-twelve-foot silver sheet screen made especially for Vitaphone and Movie tone productions; a \$15,000 Wicks nine-manual pipe organ; electric lighting, two of the latest Simplex movie projectors; and spotlights controlled from the projection booth.

Mr. Tackett incorporated a ballroom into the theater as “a throw-back to the days when the dancing and playhouse occupied the same building.” He believed his ballroom was the first in any theater in the country. Located at the front of the building on the second floor, draperies, artistic lighting, and an ornamental drinking fountain decorated the ballroom, which measures twenty-five feet by fifty feet.

Current Situation: Condition and Building Inventory

Although much work remains to be completed, there are several operational and historical features that remain that will reduce the overall cost of the project. Significant work has already been done to the marquis, the facade, the ticket counter, and the upstairs ballroom. Many of these repairs were completed some time ago, and new repairs are now needed in all these areas.

The building does have a fairly new HVAC unit, which was installed by the City of Coffeyville during their ownership. Due to an old roof leak, and the damage the infiltration of water had in the theater, the original carpet has been removed to reduce the risk of mold growth throughout the facility. However, the original curtain has been repaired and remains hanging at the front of the theater, although it will need to be cleaned. Original light fixtures are still on the walls throughout the theater and lobby, and two chandeliers, one small and one medium remain. New exit signs have been installed recently, and some aisle safety lights in the seats are working.

There are 466 seats in the downstairs and more than 200 seats still remain in the upstairs mezzanine. Some seats have been removed in the upstairs area. Folding chairs have been purchased to provide additional seating in areas like the ballroom, and for ADA compliant seating in the downstairs portion of the theater. The concession stand at the front of the building is complete, although the original popcorn machine is gone.

The silver screen and two projectors are in place as they were when the theater closed. Historical decor such as the elaborate mirror displays in the lobby and the four large movie poster displays for the outside of the theater, as well as many other detailed design pieces that made the theater so beautiful remain intact and in good condition.

Renovations to Date

A majority of the money that was raised over the first decade of the Foundation's existence has been spent on the exterior of the building to ensure its preservation as water infiltration and the resulting damage could have resulted in a total loss of the structure. The building now has a new roof, HVAC unit, the Midland marquee, and some improvements in the stage area. The façade of the Alamo (Event Center) building has been repaired. See [Table 2: Previous Renovation and Expense Summary](#)

Renovation: What Needs to Be Done

Much of the improvement needed to fully operate the facility safely remain to be completed. The board has contracted with Heckman and Associates, a local architecture firm out of Independence, Kansas to develop cost estimates and to outline the phasing of the improvements that will need to be made in order to operate in the facility until the full project is completed. The Foundation Board has plans to renovate and expand in stages. The first phase, which will have to be completed before it can be operational in any way, includes:

1. Update and repair the mechanical, electrical, and plumbing within the Midland.
2. Remove, repair and reinstall the fixtures, furniture, and equipment within the Midland.
3. Patching, painting and renovating the interior first and second floors
4. Opening an access corridor to the building on the west where new restrooms will be built to comply with ADA regulations.
5. Exterior work including tuck-pointing damaged areas of terra cotta faces, replacing existing fire escapes, replacing existing doors, re-glazing and painting window frames, and any necessary roof repairs.

Given the history, community demands, current state of the buildings as well as the Coffeyville's Reawakening initiatives, not only is a campaign to refurbish the Midland and create an events center attainable, but the timing is perfect. The following feasibility summary provides additional detail on considerations and recommendations for undertaking this venture.

FEASIBILITY SUMMARY

This summary outlines considerations including the potential positive and negative factors to consider in the design, development, and implementation of the MTEC capital campaign plan. It outlines general opinions as well as obstacles and supports. Finally, it makes recommendations for achieving the highest success possible based on the summary findings.

The summary design: a significant amount of information was available based on history and current data from other community projects. Efficiencies were gained in utilizing that information as well as collecting and organizing additional information both formally and informally. A multi-method and multi-source design were employed using the following:

- Document reviews from previous midland initiative
- Financial analysis from previous midland initiative
- Interviews with key business owners
- Interviews with corporate executives in community
- Analysis of current community lifestyles and demographics
- Review of best practices from similar communities conducting like projects
- Review of League of Historic American Theaters practices for campaigns
- Input from citizens and group influencers
- Assessment of community requirements and needs

Suggested Offerings	Responses	
Entertainment How should the Midland and Event Center be used?	Movies for families Theme movies Children theater Broadway hits Talent Shows Sports on Cable Education/Training	Affordable movies Plays Choir Concerts Dance recitals Cable Shows TED Talks
Pricing What should be charged for shows? What would you pay for various shows?	No charge Subscription Depends on show	One price per family Scholarships Competitive
Operations How should the Midland be operated to sustain itself?	All volunteer Groups taking on projects/Sell it to someone to run Lease it out	All paid staff

Obstacles and Supports

Generally, it is understood that to finish the MTEC project it will take a focused effort. The overwhelming request was not to raise taxes. Support for private funding and grants was the norm. The corporate contacts who were interviewed were positive and offered insights into how to work best with their respective organizations. These recommendations included: Foundations, Matching programs, United Way matches, community-based funding, and working directly with corporate special projects persons. See [Table 3: Retail Analysis](#) and [Table 4: Facilities and Venues in Coffeyville](#).

TOPIC	OBSTACLES	SUPPORTS
Previous Midland Project	—unrealistic budget/plans —use of extensive outside resources —questionable detail around	—interest high —some improvements made
Community Support-	—poverty levels —apathetic “quit and stayed” —abandoned downtown district —discretionary spending issue	—historic value —sentimental attachment/value —downtown icon —community needs venue for shows etc. —business community needs venue for conferences/meetings —extended community of alums —movement to revitalize whole downtown —city commissioner support —fiber optics available —successful movements for theater revitalization in small towns —ground swell to actively rebuild/repurpose downtown -active Community College
Funding	- City, county, and state budgets - Small businesses tapped out - Citizens over taxed and tax weary - Strong community bias against paid fundraisers	—CACF respected and experienced partner - potentially large donors —40 years of FKHS alumni —Grants targeting key areas —Tax credit history —Involved medium business —History of support from larger businesses
Other	—Legally-issue of tracking former donations and making them good	—Technically-fiber close- —Working and enthusiastic board

RECOMMENDATIONS FOR FUNDRAISING AT 3.0 LEVEL

Campaign Leadership and Donors

Working in cooperation with The Coffeyville Area Community Foundation. The following were identified as supports and obstacles to the MTEC initiative.

1. Align all giving and related activities with and through the Coffeyville Area Community Foundation
2. Implement individual communication plan to handle all previous donors and credit contributions for take a seat and named giving
3. Identify and recruit grant expert
4. Assign Tax credit manager
5. Develop a targeted and personal contact plan by class to leverage emotional attachment
6. Leverage relationships with potentially large donors and network giving to expand the net
7. Include an affordable plan for small businesses to participate
8. Extend pledges up to five years with bankable back-up
9. Identify and set attainable” silent period” goal prior to going public
10. Develop specific strategy for key corporate giving

Coffeyville provides a unique combination of facilities and venues. When combined with the Midland Theater & Events Center, Coffeyville can become a regional draw for various groups and organizations. The Midland Theater Operations Group could act in tandem or support as a central coordinating agency with the Chamber, the City, and other organizations around the community to enlist the cooperation of community businesses to ensure that the appropriate services are available to conference attendees.

There is community support and an increased interest in the renovation and expansion of the Midland Theater as well as the Event Center.

Where We Are: Geographic Market

The Midland Theater & Event Center is situated in the northwest portion of the downtown business district of Coffeyville, KS. Coffeyville sits at the crossroads of US Highway 166 (east/west) and US Highway 169 (north/south), which is the primary route between Kansas City, MO/KS and Tulsa, OK. Only a couple of blocks from the Midland Theater, this intersection sees a daily traffic count of 12,220, which routes tourists as well as cargo through the center of the city. Additional details on potential expanded markets within driving distance are located in [Table 5: Geographic Markets](#) in the Appendix.

Marketing Strategy: Capturing an Expanded Customer Base

The renovated MTEC facilities will serve as the hub for bringing together the arts and cultural programs currently existing as islands in our greater SE Kansas market area. The intent is that by broadening our scope and expanding our vision we can facilitate the growth of cultural and theater arts programs throughout the county and eventually influence and serve an even greater market that includes Bartlesville, Tulsa, Joplin, and leverages the mature Branson tourism industry.

One important long-term goal is to establish a world class youth theater education program that attracts gifted and marginalized youth populations in a cooperatively performance-based program.

Working in tandem with the development of Coffeyville's Reawakening we will operate with a regional tourism strategy while also continuing to serve local community needs. Coffeyville's Reawakening will be emphasizing our rich historic downtown heritage and history. The plan for evaluating and potentially registering downtown Coffeyville as a historical district is under consideration. The Midland is already registered as a historical landmark and will be the crown jewel in the heart of our historic district.

Economic Base

The Coffeyville business sector offers a broad base of employers that include a major manufacturing companies, a refinery, and a foundry. In addition, Coffeyville is the headquarters for rapidly expanding companies like Taylor Crane and Windsor Place. As with many rural communities, Coffeyville has experienced some downturn in its business base due to two major employers leaving in the last five years, but it has rebounded and is building a new base of businesses with a diverse job market. The City of Coffeyville with the assistance of the Montgomery County Action Council has geared up its development efforts and is currently pursuing several opportunities for new business community partners.

The City of Coffeyville has hired Retail Strategies to help recruit new attractions and businesses to support this tourist market and has provided detailed market analysis (like above) to help identify industries/retailers that would best fit Coffeyville. Included in the appendices is a retail analysis of the current spending/utilization of people who live within 20 miles of the Midland Theater and how many local residents currently visit local attractions or travel to theaters outside of this area and how much they spend annually at these establishments. Lastly, it compares this population to the United States to determine if this is an area that has significant financial leakage to other communities, and if there is enough market to support a facility like the Midland in this region. The table shows that almost a million dollars leaves the Coffeyville area (20-mile radius) each year in sales for movies, theater, museums, parks, etc. However, each of these households spent an average of \$42.52 each trip to an establishment like the Midland.

Leveraging the downtown's strong heritage tourism market to help create the critical mass of several diverse educational, business, cultural and entertainment options will be the key argument for funding requests for the restoration of the Midland Theater & Event Center project. Due to the ideal geographic location within the downtown business district, the Midland Theater has an opportunity to be the central gathering place for a variety of organizations.

Tourism in Coffeyville has an important financial role in the success of our local businesses. The biggest impact is for our hotels, restaurants, gas stations, stores, & museums. In 2015 the state of Kansas welcomed 34.5 million visitors, which would be comparable to everyone from the state of Missouri, Nebraska, & Texas visiting our state once every year. In 2016 Montgomery County had over 101,000 overnight stays. Coffeyville hosts several different events that bring in visitors that include: Inter-State Fair & Rodeo, Kan-Okla. 100-mile sale, Dalton Defenders Days, Coffeyville Street Drags, and Summer Celebration. The Dalton Defender Museum hosted over 4,000 visitors in 2016, of those visitors 2,698 came from 100 miles away or further and 25 different countries were represented. Tourism continues to help support the local economy in many ways. The Midland Theater & Event Center would become a central attraction and contribute immensely to growing the current mix of activities and venues available.

Best Practices: Regional Theaters as Economic Drivers

There are several theaters similar to the Midland Theater & Event center in Kansas alone. The Granada Theater in Emporia, KS is an excellent example of how a theater and event center can be restored and used commercially for modern events, concerts, and theater functions. It was built during the same time as the Midland by the Boller Brothers, as were many other theaters in Kansas in this period. Currently it holds events such as Tracy Byrd, Lynyrd Skynyrd, Oakridge Boys, and many other nationally known music events. It also has an attached building to the theater, which they renovated to use as event space for meetings, conferences, weddings, and other banquet events.

The Power of the Historic Theater
Where Main Street Meets Wall Street
A Single Historic Theater in A Small City Has the power to:

- *Sustain 32 full time equivalent jobs*
- *Create \$1.1 million in total expenditures*
- *Generate \$96,000 in revenue for state and local governments*
- *Add \$684,000 household incomes in the community.*

Source: Americans for the Arts 2016

The Steifel Theater in Salina, KS is similar to both the Midland and Granada, and also used the Kansas Historic Preservation Fund and Tax Credits to renovate their theater. They have regular large music acts like Bonnie Raitt, George Carlin, Darius Rucker, Peter Frampton, Greg Allman of the Allman Brothers Band, Lindsay Buckingham, and many others have played in this theater in the past few years. More than 30,000 people attended events at the Stiefel Theater in 2016 alone. There are several other theaters in the region in larger markets that do very well financially including the Orpheum Theater in Wichita, Liberty Theater in Lawrence, and several theaters in the Kansas City region. With the rise in popularity of small grassroots music events, this is the ideal time to complete this theater so that we can capitalize on this new generation of music and theatergoers. In addition, this is a key component missing in the entire region for arts and culture that employers are frequently citing as a reason that they cannot recruit, retain, or convince their employees to live in Montgomery County.

Educational Base

Coffeyville Community College also serves as a potential partner for events as well as offering a ready-made customer base for a variety of Midland Theater & Event Center activities. The college is located in the heart of Coffeyville and is a crown jewel for the community. Located only a few blocks from the Midland Theater, CCC serves as the epee center for year-round activities that bring a variety of visitors to Coffeyville on a weekly basis. The location as well as the potential for offering a variety of complimentary events provides opportunities to leverage future Midland programs. With a student body of over 2000 this comprehensive two-year post-secondary institution offers 24 academic programs, 15 technical programs, and 14 certificate programs. Students can graduate from the college with one of five Associate Degree options. The potential for the future in serving this population with enhanced Theater, concerts, and lectures will be an important consideration in planning future offerings in the new venue.

A Golden Thread for Marketing: The Power of Telling the Midland Stories

Stories are the glue of a culture and serve to engage people at the most basic emotional level. Telling our stories can be an extremely effective way to connect with the mission of the revitalization and engage donors in active giving and participation in the campaign.

Fortunately, we are rich with material from the Midland because several generations of residents have meaningful stories from the golden age of the Midland. These stories are connected through individual experiences that serve to leverage their emotional connection and experiences attending the Midland during significant times in each of their lives. These also include leveraging interesting and/or historical discoveries such as the original architectural renderings, the long-lost chandelier, and areas of the Midland that are especially valued as treasures such as the ticket booth, concession stand, ballroom, and lobby. The fact that the Midland was not only built as a movie theater but was designed as an active Vaudeville entertainment center provides additional ways to connect the history and importance of the revival with the audiences of yesterday, today, and the future.

In addition, the history and stories from beloved and larger than life personalities of both the long time and very dramatic owners, Pearl and Tal Richardson, are a rich source of drama and humor. The power of these stories is that they will grab attention and can be woven into selected initiatives and events. An example is the celebration of Pearl's 100th birthday in the spring of 2018.

Finally, honoring a beloved theater teacher, Kenneth Burchinal, who devoted his life to promoting the arts through teaching and directing in Coffeyville and was the primary force in the original Midland revival initiative can be woven into the fabric of memories and emotional connections generations have that can be leveraged. Selected stories can be used for high interest press releases, engaging letters and emails as well as woven into the actual fundraising events.

THE SHOW MUST GO ON!

The Midland Theater & Event Center Capital Campaign Plan

A targeted Capital campaign will begin in early 2019 and extend through 2020. The goal is to raise a minimum of 3.0 million dollars. These funds will be raised from the business sector, foundations, private donations, grants, and tax credits. Projections based on high, medium, and low results are included in this plan and provide scenarios for planning. Three snapshots for low, probable, and high projections in each fundraising category have been developed and will provide a basis for evaluating progress throughout the campaign as well as contingency planning.

Campaign-plan for each item follows this table by designated letter.	Low	Probable	High
A. Class Challenge*	\$480,000.00	\$1,000,000.00	\$1,500,000.00
B. Take a Seat	\$103,000.00	\$190,00.00	\$206,000.00
C. Small Business -Standing Ovation	\$54,000.00	\$110,000.00	\$162,000.00
D. Business /Foundations (detail for probable)	\$500,000.00	\$900,000.00	\$1,300,000.00
E. Large Donors (detail for probable) 1@ 100,000 6@ 50,000 4@ 25,000	\$250,000.00	\$500,000.00	\$700,000.00
F. Grants G. Tax credits	\$125,000.00	\$300,000.00	\$550,000.00
H. TOTAL Projections	\$1,512,000.00	\$3,000,000.00	\$4,418,000.00
*does not include large donations as a double count. Tax credits not factored in but will be used.			

The Class Challenge

Leveraging the emotional ties to the Midland and creating a spirit of class pride and friendly competition between classes.

Coffeyville is in a unique position to tap into over 40 years of memories and strong emotional ties from Field Kindly High School graduates who were connected directly to The Midland theater. As previously mentioned in the history section the theater provided the central point for entertainment, social outlets and general coming of age memories that linger a lifetime. Combined with the colorful and iconic characters associated with The Midland, the campaign will leverage the long remembered and valued emotional connections from several thousand Field Kindly graduates.

Each Class between 1955 and 1995 will have a designated “Challenge Captain” who will be selected based on the ability to reach out to class members and generate momentum toward participation and giving. The challenges will be created on two levels. The first is designed to be a friendly competition between FKHS classes to reach a class target of \$25,000 per class in order to be recognized as a Class Act by the Midland Foundation. In addition, there will be a challenge between classes to become one of the top three classes in total class contributions. Donor projection tables that layout low and high scenarios are included in the appendices for review.

Classes prior to 1955 and after 1995 will be offered targeted opportunities to participate in both class challenges and individual giving but will be approached in a contact strategy based on class groupings.

Additional opportunities exist for capturing Coffeyville Community College students who attended school during the “golden years” of the Midland. These students will be invited to participate through personal contact and a letter and social media campaign. See [Table 6: Class Challenge: Demographics and Lifestyles](#) and [Table 7: Class Challenge: Projection Tables](#).

Conservative High and Low Projections for Class Contributions:

- Excluding large donations (over 25,000)
- Based on average class size of 120 graduates
- Assuming targeted campaign with key influencers in each class assist in creating buzz and networking

Take-A-Seat Campaign

Donors who participate will receive a personalized seat plaque with the naming of their choice. The plaque will remain in place in perpetuity.

Seat sponsorship levels & seating selection

- Orchestra \$500/seat
- Rear Lower \$300/seat
- Balcony \$300/seat

Seat naming assignments will be based on the order of donor commitment. The naming of all seats is subject to availability and we encourage participants to select their seat(s) as soon as possible, as the seating selection will continue to change as the campaign progresses.

Naming Rights

Naming rights are a form of recognition, memorializing or advertising an individual, family, or corporation who obtain the right to name all or part of a designated area in the Midland Theater or Events Center. The opportunities for naming rights include the Midland Theater designated areas such as the ticket booth, concession stand, projection room, stage. They extend to the Event Center and include the meeting rooms, display areas, and catering/kitchen areas. In addition, a special Naming Rights opportunity called *It Takes Guts* offers potential donors an opportunity to underwrite the essential mechanical, electrical, and plumbing work necessary to undertake the complete project.

Levels of Giving

The levels below represent total cumulative gifts received over a lifetime and may include both designated and undesignated gifts, memorials, gifts of stock, in-kind services, insurance beneficiary distributions and bequests.

❖ Legacy	\$200,000 +	
❖ Visionary	\$100,000	—————> \$199,999
❖ Patron	\$50,000	—————> \$99,999
❖ Producer	\$20,000	—————> \$49,999
❖ Director	\$10,000	—————> \$19,999
❖ Artist	\$5,000	—————> \$9,999
❖ Projectionist	\$1,000	—————> \$4,999
❖ Usher	\$100	—————> \$999

Business: Overview

We will use a tailored three-pronged approach to work with each business segment based on business size and profile of giving.

1. The first will be to continue to work with local business that are in the area and would be potential donors. These include large corporations with a presence in the Coffeyville market as well as medium and small business. Each of the three will require a different set of tactics which are detailed later in this plan.
2. The second is to have a targeted plan to approach “Associated Businesses”. These are businesses that have an interest in Coffeyville and generate significant current revenue from Southeast Kansas. This list will also include corporations such as McDonalds, /Taco Bell, etc. that have foundations and/or have targeted arts as a focus for community giving.
3. The third is to reach out to Kansas based businesses and identify any low hanging fruit from businesses whose goals in giving are aligned with ours for the Midland for both this campaign and to lay the groundwork for the programs that follow and are outlined in the supplemental sustainability plan.
 - For ease of planning the following defines the categories:
 - Corporations (Large Business) -Annual revenue of 100 million plus
 - The large corporation with presence in Coffeyville will be approached at both the corporate and local levels.
 - These will include working with each foundation, the corporate match programs, the United Way match, as well as local decision points with smaller targeted budgets.
 - Medium Business-Annual revenue of 5-100 million
 - Vertical Market Challenges
 - Financial Challenge-Community State Bank
 - Insurance Agency Challenge
 - Real Estate Challenge
 - Naming Rights
 - Take a Seat
 - General giving
 - Small Business-Annual revenue of 100,000-5 million
 - Associated Business-Large and Small businesses drawing significant revenue from SEK
 - Kansas or Market Area Based Business-Currently not doing business in area but stated commitments to support special areas of interest in Market Area. Example: the Koch Foundation our Wichita
 - Retail and Sole Proprietors

See [Table 8: Area Businesses and Corporations](#).

Standing Ovation: Small Business Opportunity

Offering sole proprietorships and small retail operations an affordable ability to participate and make a difference.

Local businesses in and around the Coffeyville area are continually asked to give both cash and in-kind donations to a variety of causes. Many of these are annual initiatives that involve ongoing community support such as school activities, community causes, etc. In addition, larger corporations, which have a presence in the Coffeyville area, are often constrained by limits on local giving. Still the Midland is universally loved and has tremendous emotional appeal and good will from all levels and ages within the Coffeyville area. It stands in the center of the old Coffeyville business district and is an iconic symbol of what our town has been and what it can become. With this in mind a plan needs to be implemented that is designed to:

- Approach businesses by designated categories
- Understand potential for both gifts in-kind and contributions
- Offer tailored giving options
- Acknowledge expectations and honor previous donations made by the company

Standing Ovation is designed to provide a way for most small businesses to reach the minimum giving level of \$1,000. The Standing Ovation Member can give an initial contribution of \$100 and over a three-year period, a monthly or quarterly pledge of \$25.00 a month will be credited to the member's contribution level. The monthly/quarterly payment can be paid through PayPal or by check and would be handled through the Coffeyville Area Community Foundation.

Large Donors

Because Coffeyville's rich heritage includes many families and individuals that built the foundation of commerce, education, and community spirit that served our town and the greater area well for generations. That spirit will be the golden thread that continues to bind the fabric of the Midland Revitalization. In addition, a significant number of former residents have achieved financial success. While a percentage return for family gatherings and class reunions there remains a high percentage of former residents who benefited from growing up in Coffeyville and can be invited back to participate in playing a role in the MTEC revival. This fundraising effort will be a targeted approach to identify, connect, and leverage key high net-worth individuals who are alums of Coffeyville.

Finally, levels of giving with recognition and privileges for specific levels will be developed to encourage participation and again capture larger share of donor contributions.

This will be done through challenges, matching contributions and naming rights.

- Large Individual Donors-The Top 100
- Legacies and Legends
- Peer to Peer Ask
- Naming Rights

Grants

While grants can be a major source of ongoing funding, our projections reflect a conservative number. The CACF has nearly 100 % success in obtaining grants for the various organizations it serves. The MTEC campaign will maintain a pipeline of potential grants as they are publicized. The following is a partial list of grants that may fit our campaign goals with their goals.

Partial List of Potential Grants
Kansas Health Foundation
Sunderland Foundation
Kansas State Historical Society
Kauffman
Mabee Foundation
Walmart Foundation
McDonalds Foundation
Casey's Foundation
Koch Foundations (programs)
Garvey/Beechcraft
Kiwanis's
Rotary
Lion's Club

Tax Credits

It is anticipated that Kansas Department of Commerce and the State Historical Society will be the primary avenues for identifying, applying and offering tax credits. Additional resources include Network Kansas, WeKan and E-Community based initiatives.

Capital Campaign Calendar

Time Frame	Activity	Notes
January-June 2018	Final Planning-Assignments	
July-December 2018	Silent Period Corporate outreach and assessment Key business and vertical market outreach Finalize Launch plans Legacies and Legends event Peer to peer outreach	
January 2019	Evaluate Pre-Launch results Kick off activities and PR Standing Ovation Launched	Grants calendar in place
February	Corporate and Business Outreach Launch Class Challenge Peer to Peer contacts	
March	Legacies and Legends Local Event	Tax credit plan for 2019 in place
April	Ongoing Large donor and corporate contacts round two	
May	Class Challenge Ask letters	
June	Reunions -class challenge	
July	Reunions -class challenge Legacies and Legends-Local	
August	Reunions -class challenge	
September	Reunions -class challenge	
October	Reunions -class challenge Campaign activity connected to Vaude in the Ville	
November	Fall Legacies and Legends Event-Come Home to Coffeyville	
December	End of Year Giving Activities and support	
January 2020	Assessment and review of progress.	

Volunteers

A volunteer pool made up of a cross section of residents will be recruited, selected, and trained. The goal is to have a central pool of dedicated, trained, and available volunteers who can participate in all aspects of the campaign or specialized areas that interest them. Our volunteers will be properly trained, receive the necessary tools required for success and they will be recognized for small as well as large efforts toward goals. Recognition will be in the form of non-monetary rewards. A volunteer management system will manage the process when humans are not available.

The following groups have been identified as sources for core “stage hand” volunteers.

- FKHS Service Groups and Interest Groups
- CCC Service Groups and Interest Groups
- Community Service Groups
- Kiwanis
- Rotary
- Coffeyville Lions and Dalton Defenders Lions Clubs
- VFW and American Legion
- Seniors Groups

THE MTEC SUSTAINABILITY PLAN

The renovated MTEC facilities will serve as the hub for bringing together the arts and cultural programs currently existing as islands in our greater SE Kansas market area. The intent is that by broadening our scope and expanding our vision we can facilitate the growth of cultural and theater arts programs throughout the county and eventually influence and serve an even greater market that includes Bartlesville, Tulsa, Joplin, and leverages the mature Branson tourism industry. Our long-term goal is to establish a national recognized performance-based youth education program that puts Coffeyville and MTEC on the map nationally.

Working in tandem with the development of Coffeyville's Reawakening we will operate with a regional tourism strategy while also continuing to serve local needs. Coffeyville's Reawakening will be emphasizing our rich heritage and history including but going beyond the Daltons. The plan for evaluating and potentially registering downtown Coffeyville as a historical district is underway. The Midland is already registered as a historical landmark and will be the crown jewel in the heart of our historic district.

As mentioned previously, it is an essential part of our plan to provide a rich variety of cultural offerings that serve beyond the main stream paying population. This includes the high percentage of disabled, those living at poverty levels, and high-risk children and teens. The three revenue categories that are detailed later in this operations plan includes an area called Community Outreach. Detailed planning around this critical non-revenue generating element is essential to ensure this component is built on a base that provides ongoing financial support for the Midland and participants through scholarships, sponsorships, and reduced fee programs.

Managing the pipeline of financial support for both revenue generating offerings as well as those requiring funding, allows us to confidently plan and Implement the needed arts educational programs for youth as well as offer workshops, production experiences, and presentations that include the underserved populations listed above. This plan ensures continuity in its offerings. Continuity allows new programs to build momentum. This is especially important when bringing in these previously underserved groups that are new to the cultural/arts experiences. Equally important is the mainstream audience. The variety of cultural offerings will provide exciting and engaging choices for both participating as students, performers, as well as audience members. Special attention will be paid to each offering to provide more than the standard. A key to engaging high attendance and participation will be in creating "experiences" that include contests, lessons, games, concessions, etc. that match the theme of the offering.

Understanding Our Markets and Audience

Programming for the maximum community benefit in a small rural community like Coffeyville while building a base of supporters in an expanding market requires more than just understanding the potential audiences and participants. It demands a commitment to creating a dynamic community hub that is inclusive, builds cultural literacy, and serves numerous diverse needs. Community needs range from providing exposure to all aspects of the arts to both the underserved

in our community as well as attracting participation and support from the mainstream and building a strong base of ongoing financial support and engagement with those with higher levels of discretionary spending monies. In addition, the event center will attract community and corporate needs as well as serve to expand the capacity of the Coffeyville meeting space market. Adding an addition facility which can handle 300 attendees in the event center and an additional 600+ in the theater is a game changer for our town.

Ensuring Sustainability

The programming plan will establish MTEC's mainstream, mass-market relevance while minimizing financial risk sufficiently to give MTEC an opportunity to cultivate community-based, mission-fulfilling activity that maximizes unearned income opportunities. This plan will nurture the development of MTEC's patron and donor base by introducing theatrical, educational, and community-based offerings- as the market proves its ability to support it through underwriting, ticket sales and event attendance. MTEC will evolve along with the audience, building the programming calendar to maximize community connection and impact to fulfill the mission, but also to connect with the wider, more affluent expanded regional patron- base.

The Programs

From the beginning programming efforts will be based on planning, implementing, and: executing a comprehensive portfolio of diverse cultural offerings consisting of three distinct tracks. This will allow MTEC to offer essential arts/culturally based community outreach to the underserved in our community while at the same time generating revenue streams to ensure ongoing viably. The three tracks are:

- Community outreach which requires a subsidized plan
- Mainstream arts/education/entertainment which will be self-funding
- Facilities rental which will primarily be the revenue generation engine

The Operations

After reviewing numerous models of currently operating historical theaters, some of which have meeting venues, a hybrid plan utilizing a small paid staff and an active volunteer base will allow for operating efficiencies as well as promote continued community involvement. The MTEC operations will be managed by a paid executive director. In addition, a support staff will be hired on an as needed basis to fill in volunteer gaps and handle tasks requiring specialized expertise such as technology. A trained and managed volunteer pool of "Stage Hands" will handle front line tasks and provide ongoing support at events. Service clubs from the schools, college, and community will be actively recruited to participate. Technology will provide efficient management tools for ticketing, scheduling, and volunteer management.

The Assets

In tandem with the launching of the MTEC capital campaign, the planning, implementation, and management of a well-conceived and executed program that ensures sustainability is a priority. The MTEC complex has significant assets that will be used separately and in combinations to offer the communities it will serve a wide variety of choices for rental as well as community service.

The distinct MTEC use and revenue generating assets are:

The Theater

- Marquee/Advertising
- Lobby
- Ballroom/Lobby
- Auditorium

The Event Center

- Display windows
- Room One
- Room Two
- Room Three
- Use of Kitchen

Concession Area

- Standard Offerings
- Special Offerings
- Adult Beverages

The MTEC financial projections are shown on the next two pages. The information on page 27 delineates projected revenue from community outreach, movie, theater, and concert events, as well as concessions and rental space projected income over the first three years of operation. The information on page 28 details both fixed and variable projected expenses for the first three years of operation and the overall projected net results. Table 9: Projected Usage and Funding Sources in the Appendix provides additional, useful information.

MTEC PROJECTED SUSTAINABILITY PLAN

PROJECTED REVENUE				Year 1		Year 2		Year 3	
Community Outreach									
Sponsorships and Grants					\$100,000		\$140,000		\$200,000
Advertising					\$6,000		\$6,500		\$7,000
Family Programs	Flat Fee	Per Person	Audience #s	# Events	\$ Projection	# Events	\$ Projection	# Events	\$ Projection
<u><i>Movies</i></u>									
Winter Specials (Jan, Feb)		\$6.50	150	1	\$975	2	\$1,950	2	\$1,950
Academy Awards Special (Feb)		\$10	200	1	\$2,000	1	\$2,000	1	\$2,000
Spring Film Festival (April/May)		\$6.50	100	2	\$1,300	2	\$2,600	2	\$2,600
Family Summer Series (June, July)		\$2	200	2	\$800	3	\$2,400	3	\$2,400
Dalton Days (Oct) double feature		\$5	150	1	\$750	1	\$750	1	\$750
Halloween Special (Oct)		\$10	100	1	\$1,000	1	\$1,000	1	\$1,000
Christmas Special (Dec) series		\$10	200	2	\$4,000	2	\$8,000	2	\$8,000
New Years Special (Dec)		\$10	100	1	\$1,000	2	\$2,000	1	\$1,000
Interactive Specials (2X's)		\$6.50	100	2	\$1,300	3	\$3,900	4	\$5,200
<u><i>Theater</i></u>									
Community Talent Show		\$5	100	1	\$500	1	\$500	1	\$500
Vaude in the Ville		\$25	200	1	\$5,000	1	\$5,000	2	\$10,000
Plays/Performance		\$5	120	1	\$600	2	\$1,200	3	\$1,800
<u><i>Concerts</i></u>									
Children's Choir/Orchestra		\$0		1	\$0	1	\$0	1	\$0
Variety		\$25	100	1	\$2,500	2	\$5,000	4	\$10,000
<u><i>Concessions</i></u>									
					\$10,440		\$14,355		\$16,700
Rental Space EC									
Wedding & Parties, Reunions	\$300			50	\$15,000	60	\$18,000	72	\$21,600
Conventions/Associations	\$300			12	\$3,600	14	\$4,200	16	\$4,800
Corp Meetings/ Training	\$300			100	\$30,000	120	\$36,000	144	\$43,200
Marquee/Screen Ad Rental	\$100			50	\$5,000	60	\$6,000	72	\$7,200
Lobby/Ballroom	\$200	-	-	6	\$1,200	7	\$1,400	8	\$1,600
Auditorium/Theater	\$750			4	\$3,000	5	\$3,750	6	\$4,500
Kitchen	\$75			20	\$1,500	24	\$1,800	28	\$2,100
TOTAL Projected Revenue				260	\$197,465	314	\$268,305	374	\$355,900

MTEC PROJECTED SUSTAINABILITY PLAN (CONT.)

Projected Expenses	Year 1		Year 2		Year 3	
Projected Fixed Expenses	Month	Year	Month	Year	Month	Year
Staffing-Adman	1,000	12,000	2,500	30,000	4,000	48,000
Exec Director	3,500	42,000	3,850	46,200	4,235	50,820
PR Taxes & Benefits	675	8,100	1,588	19,050	2,882	34,587
Office (phone, supplies)	100	1,200	150	1,800	200	2,400
Utilities and Fiber	2,250	27,000	2,500	30,000	2,750	33,000
Maintenance	2,000	24,000	2,000	24,000	2,000	24,000
Insurance	1,500	18,000	2,000	24,000	2,500	30,000
Security (Camera, Alarms)	200	2,400	220	2,640	250	3,000
Liquor License (DE)		2,250	250	3,000		2,250
Copyright license		4,550		5,950		7,350
Projected Fixed Year Total		141,500		186,640		235,407
Projected Variable Expenses						
Security Guard	320	3,840	500	6,000	750	9,000
Bartenders and Concessions	100	1,200	200	2,400	300	3,600
Ticketing	75	900	125	1,500	175	2,100
Marketing	500	6,000	750	9,000	1,000	12,000
Cleaning	600	7,200	780	9,360	960	11,520
Scholarships	400	4,800	800	9,600	1,600	19,200
Guest Performers	50	600	75	900	100	1,200
Projected Variable Year Total		24,540		38,760		58,620
Total Projected Fixed & Variable Expenses		166,040		225,400		294,027

Projected Net Increase (Decrease)		31,425		42,905		61,873
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APPENDIX

Table 1: MTEC Stages of Development

Stage	Space	Utilization	Projected Cost
1	Secure the Shell	Protects the building from elements by tuckpointing, repairing front doors, windows, replacing back doors, replacing fire escape, repairing marquee roof and back of parapet on front of roof.	\$132,600 Heritage Trust Fund Grant
2	Front of House	Ticket booth, foyer, concession area, stairs, ballroom, mezzanine family restrooms, walls and area ceiling, east and west exterior offices.	\$219,969.47
3	Backstage	Talent nights, improv theater, open mic and night club events, traveling performance groups, rehearsals, lessons, art shows, book reviews/readings.	\$213,150.29
4	White box - Event Center & ADA Restrooms/Access Corridor	STEAM programs, workshops, education, robotics, science fairs, art shows, rentals, weddings, reunions, community meetings.	\$560,558.53
5	Theater House - Lower and Balcony	Movies, plays, concerts, Ted Talks, streaming events, dinner theater, large public gatherings for auditorium style events.	\$1,341,580.56
6	Finish Conference Center	STEAM programs, robotics competitions, science fairs, art shows, educational workshops, weddings, reunions, community meetings, rental space for any occasion.	\$841,375.81

Table 2: Previous Renovation and Expense Summary

Vendor	Subtotal
Shaw Hofstra - Architects	\$111,758.05
Robe America	\$16,500.00
Mission Mapping	\$12,000.00
eTapestry	\$919.36
Faith Based Funding	\$3,515.00
Shannon Thoms Martin	\$400.00
CDBG-County?	\$7,955.11
Grass Roots Design	\$10,394.52
Phillips Home Repair	\$4,753.77
Roof Repairs	\$42,199.88
WC Construction	\$350,410.91
Missouri Neon	\$150,809.75
SECT Theater Rigging	\$9,500.00
National Trust Foundation	\$230.00
Kansas Museum Association	\$85.00
Kansas Historical Society	\$400.00
Heckman & Associates	\$7,293.12
Liebert Brothers	\$5,124.20
Wright Redden & Associates	\$265.00
Total Disbursements (2006 - 2016)	\$734,513.67

Table 3: Retail Analysis

Spending/utilization of people living within 20 miles of the Midland Theater.

Product/Consumer Behavior	Annual Spending Estimate in 20-mile Radius	Average Spent/Household	Market Index to USA
Movie, other admissions, out of town trips	\$273,216	\$36.22	75
Went to live theater, Museum/Park in last 12 months	\$407,027	\$53.96	75
Attended Play, theater, opera, ballet	\$281,972	\$37.38	75
Total:	USD 962,215	USD43	75

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2017 and 2022.

Table 4: Facilities and Venues in Coffeyville

Municipal Parks Coffeyville Aquatic Center Hillcrest Golf Course Veterans Memorial Sports Stadium Ball fields at LeClere and Walter Johnson Parks Show barns at Walter Johnson Park Rodeo venue at Walter Johnson Park	Municipal Meeting Rooms: Ron Stevenson Building Youth Activity Center City Hall Senior Citizens Center Perkins Building
Commercial Meeting Rooms Shrine Barn Sleep Inn & Suites Convention Room Windsor Place Event Center	School District Meeting Rooms Community Elementary School Multipurpose Room Field Kindley & Roosevelt Auditoriums Holy Name Catholic School Gym and Parish Center
Community College Meeting Rooms Rotary Room Oak Room CCC Gym CCC Cafeteria	Private Meeting Rooms Coffeyville Chamber of Commerce - Perkins Building Conference Room Holiday Inn Conference Room
Hotel and Lodging Rooms Sleep Inn & Suites Dalton Defenders Inn Holiday Inn Express & Suites Best Western Bricktown Lodge Rest-full Inn Regal Inn Big Chief RV Park	Museums -Brown Mansion and Grounds -Dalton Defenders -Air Museum

Table 5: Geographic Markets
Potential primary market ~ one hour from Coffeyville

City	Population	Miles from Coffeyville
Bartlesville	37,000	45
Miami	75,000	55
Joplin	52,000	65
Owasso	36,000	58
Tulsa	981,000	71

Potential secondary market ~ 2+ hours from Coffeyville

COMMUNITY	POPULATION	DISTANCE	Targets
WICHITA	650,000	145	UNIVERSITY
TOPEKA	127,000	155	UNIVERSITY
KANSAS CITY (KS&MO)	620,000	170	UNIVERSITY/CASINO
LAWRENCE	88,000	160	UNIVERSITY
TOPEKA	128,000	156	UNIVERSITY
MANHATTAN	53,000	207	UNIVERSITY
OKLAHOMA CITY	1,358,000	170	UNIVERSITY/CASINO
MUSKOGEE	38,000	110	RETIRED PATRONS
STILLWATER	50,000	143	UNIVERSITY
NORMAN	122,000	195	UNIVERSITY

Table 6: Class Challenge: Demographics and Lifestyles

Lifestyle Overview Classes 1945-201

Age range	Lifestyle	Year graduated	Strategy
18-33	Establishing selves	2017-2002	• graduation gifting • data base • 10-year reunion • class project • year-end contribution
33-45	Building/accumulating	2002-1991	• 20-year reunion • 25-year reunion • class project • year-end contribution • tax credits
45-60	Planning	1990-1975	• Class Challenge • 30-year reunion • 40-year reunion • class project • year-end contribution • financial planning • tax credit
60-70	Transitioning/re-inventing	1975-1965	• Class challenge • 50-year reunion • class project • naming rights • endowment/will
70-90	Retiring/reflecting	1965-1945	• Class challenge • 50-year reunion • naming rights • endowment/will

Table 7: Class Challenge: Projection Tables

Gift Amount up to 5-year pledge	% of Class Average Alum	# of Gifts	Cumulative Total
10,000-25,000		N=1	10,000
5,000-9,999		N=1	5,000
2,500-4,999		N=4	10,000
1,000-2,499		N=6	6,000
500-999		N=8	4,000
250-499		N=10	2,500
100-249		N=35	3,500
50-99		N=15	750
1-49		N=10	10
0		N =30	
	Class Size	120	\$ 41,860

Gift Amount up to 5-year pledge	% of Class Average Alum	# of Gifts	Cumulative Total
10,000-25,000		N=0	0
5,000-9,999		N=0	0
2,500-4,999		N=1	2,500
1,000-2,499		N=3	3,000
500-999		N=5	2,500
250-499		N=8	2,000
100-249		N=15	1,500
50-99		N=18	900
1-49		N=10	10
0		N =60	
	Class Size	120	12,400

Example of Participation:

40 years of Classes—\$ 909,000

25 Years at Low of 12,400 = \$ 280,000

15 Years at High of 41,800= \$ 629,000

Table 8: Area Businesses and Corporations

Medium Business-Annual revenue of 5-100 million

- Acme
- Cherokee Casino
- Cherokee Nation
- SekTam
- Star Pipe
- Taylor Crane
- Thompson Brothers
- Windsor Place

Corporate/Foundation

The large corporation with presence in Coffeyville will be approached at both the corporate and local levels. These will include working with each foundation, the corporate match programs, the United Way match, as well as local decision points with smaller targeted budgets.

- Atmos
- ATT
- Cargill
- Cessna
- City of Coffeyville
- Coffeyville Resources
- Con Agri
- Cox Cable
- John Deere
- Medical Lodge
- Midwest Grain
- Sprint
- Walmart

Table 9: Projected Usage and Funding Sources

PROJECTED USAGE	PROJECTED FUNDING SOURCES
COMMUNITY OUTREACH	
• Family Summer Series	Reduced ticket fees
• Community Talent Show	Sponsorships for performers Screen Advertising
• Children’s Choir/Orchestra	Sponsorships for performers Screen Advertising
• Variety Show/Buskers	Sponsorships for performers Screen Advertising
• Community Plays/Performances/Educational	Sponsorships for performers Screen Advertising
MAINSTREAM ARTS/EDUCATION/ENTERTAINMENT	
• Winter Specials	Self-funding/break even Special Concessions
• Spring Film Festival	Self-funding/break even High margin concessions
• Dalton Days	Self-funding/break even High margin concessions
• Interactive Special	Self-funding/break even High margin concessions
REVENUE GENERATING	
• Valued in the Ville	Revenue from tickets and selling adult beverages
• Academy Awards Special	Revenue from tickets and selling adult beverages
• Halloween Special	Premium ticket sales and high margin concessions
• Christmas special	Premium ticket sales and high margin concessions
• New Year’s Eve Special	Revenue from tickets and selling adult beverages
FACILITIES RENTAL	Revenue generation
• Weddings, Parties, Reunions	Rental fees
• Conventions, Associations	Rental fees
• Corporate Meetings/Training	Rental fees
• Marquee/screen Ads	Space and usage fees
• Lobby/ Ballroom	Rental fees
• Theater auditorium/stage	Rental fees
• Use of kitchen	Rental fees

REFERENCES

The “Historical Overview” and “Physical Capabilities” sections are accredited to the following source:

Ottesen, Kristen, and Elizabeth Rosin. "National Register of Historic Place: Registration Form." (n.d.): n. pag. Midland History Dept. of Interior. United States Department of the Interior: National Park Service, Oct. 1990. Web. 16 July 2017. <https://npgallery.nps.gov/pdfhost/docs/NRHP/Text/05000007.pdf>