

MIDLAND THEATER & EVENT CENTER BUSINESS PLAN 2021-2028



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 vacant 17,600 square foot building (commonly known as The Alamo building). The new Midland Theater & Event Center (MTEC) will become a major economic driver for our historic downtown and serve our large population of under-resourced children and adults as well as our mainstream base. The MTEC will feature much needed youth programs as well as offer arts and cultural education, training, entertainment, and community building. Programs will be developed for previously under-resourced members of the community, which includes a high number of marginalized residents as well as disabled adults and high-risk youth, many of whom do not have the financial ability to participate in the arts. The expanded meeting space will complement the theater and provide space for classes, training and rehearsals, as well as offer a significant revenue stream for corporate and convention gatherings.

In addition, the MTEC 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 innovative youth 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 innovative appreciation and participation in 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 remains to be completed. This plan outlines a six-project strategy designed as a “fund-build-use” process that allows the Midland Theater & Event Center to be opened up after each project is completed.

COFFEYVILLE’S REAWAKENING AND THE MIDLAND THEATER

With the creation of Coffeyville’s Reawakening in January of 2019, it was determined that while the Midland Theater was critical to the whole revival of our historic downtown, it would be more advantageous to broaden the plan for revitalization to include the historic downtown with the Midland continuing to be a catalyst for change and symbol of hope.

This plan is focused on a fundraising strategy for the Midland Theater complex with the goal of completion by mid-2027 in anticipation of the Midland’s 100th Anniversary in 2028. This plan outlines a major campaign targeting the completion of the whole entertainment, educational, and meeting complex called the Midland Theater & Event Center (MTEC). It describes a seven-year plan based on a series of six incremental renovation projects. This type of plan serves the community more quickly, builds excitement, brings in revenue streams, and shows real progress toward completion of the whole project. The plan describes each step in completing a section to the point of usability. It is designed to open areas of the Midland for use while it is being completed in other areas.

THE SIX PROJECT STRATEGY

The Midland Theater & Event Center capital campaign will begin in early 2021 and extend through 2027. The goal is to raise a minimum of 3.3 million dollars. These funds will be raised from the business sector, foundations, private donations, grants, and tax credits utilizing a targeted strategy for each project and following a *fund-build-use* plan for each.

FUND-BUILD-USE PLAN OVERVIEW

Executing a *Fund-Build-Use* plan for Projects Two through Six will serve the following three major purposes in successfully completing the total MTEC renovation plan. The Six Program strategy seeks to engineer success into the completed Midland Theater & Event Center complex when fully operational.

- Targeted Fundraising
- Accelerated Usage
- Building the offering Catalogue/Calendar

**Projects
Midland Theater
Fund-Build-Use Plan**

Project	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.	\$146,786 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 Theater	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 *

* plus or minus 10%

SUSTAINABILITY

From the beginning of the six-project campaign the programming and staffing will be considered. By opening up parts of the Midland after Project Two, the plan to put into place an ongoing sustainability plan will be enhanced by the introduction of key programs as each of the six -projects are completed. 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 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

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. By executing the *fund-build-use* plan for project 2 through 6 the timeline for implementation of the much-needed programs will be accelerated in addition to the experiences and joy of bringing the Midland back to life. Many 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 2021 Midland Theater Foundation Board of Directors

President	Darrel Harbaugh	President, USD 445 Board of Education, Retired Teacher
Vice President	Lisa Scheck	Marketing Consultant
Secretary	Sharon Caulkins	Downtown Business Owner – Retired
Co-Treasurer	Denise York	Retired Global IT Project Manager, Amazon
Co-Treasurer	Grant Hendrix	Project Manager, Coffeyville SEKTAM, Inc
Members –	Haylie Bagwell	Professional Vocalist/Songwriter, Community Leader
	Ron Bryce	Physician and Owner, Coffeyville Coffee Company
	Jim Criswell	Order Processing Manager, Acme Foundry, Retired Architect
	Shanna Motl	Research & Development, Tyson Retail Value Added Products
	Brent Ortolani	Marketing Consultant
	Cindy Price	Retired Coffeyville City Clerk
	Ryan Schlotfelt	Senior Mechanical Engineer, Coffeyville Resources Nitrogen Fertilizers, LLC
	Peggy Steele	Managing Partner, Baroness Properties-Neighborhood Revitalization, Retired CEO/President, Regis Company
Member Emeritus –	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 opened a photography studio. Tackett gained national notoriety in 1892 when he photographed the Dalton Gang raid in Coffeyville. He later collaborated with Emmett Dalton and wrote, filmed, produced, and distributed a movie about the famous raid that starred Dalton. Involved in the arts, he played in the Tackett Orchestra (a band of three performers) and taught dance classes. Among his students was a young Will Rogers.

Less than a year after it opened, the Fox Corporation operated the theater and changed its name from the New Tackett Theater to the Midland Theater. Manager Glen Carroll installed a new twenty-four foot “flasher sign” and flashing lights around the marquee, as well as new equipment to accommodate talking pictures technology.

The Fox Corporation owned and operated three theaters in Coffeyville (the Midland Theater, the old Tackett 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.

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.

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

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 Movietone 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

Unlike many historical theaters that have been closed, the Midland retains many original characteristics and features that will enhance the historical significance and beauty of the areas. The original curtain has been repaired and remains hanging at the front of the theater. 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. The successful completion of Project One, Secure the Shell, at the end of 2020 provides a safe, secure, and dry exterior that allows the next five projects to move forward.

There are 483 seats in the downstairs and 291 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.

HBK Architecture and Interiors, a local architecture firm from Independence, Kansas, developed cost estimates and outlined the stages of the improvements that have provided guidance for the first of the six-step project strategy. The following feasibility summary provides additional details.

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

When asked how the Midland Theater & Event Center should be used the following responses were given –

Movies for Families	Affordable movies	Themed movies
Plays	Children’s theater	Choir concerts
Broadway hits	Band concerts	Talent shows
Dance recitals	Sports on cable	Cable shows
Education/training	TED Talks	

When asked what should be charged for shows and what would you pay for various shows, the responses were –

- | | | |
|--------------|----------------------|-----------------------|
| No charge | One price per family | Subscription |
| Scholarships | Competitive pricing | Depends upon the show |

When asked how the Midland should be operated to sustain itself the responses were –

- | | | |
|------------------------|----------------|---------------------------|
| All volunteer | All paid staff | Groups taking on projects |
| Lease it out | | |
| Sell to someone to run | | |

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.

TOPIC	OBSTACLES	SUPPORTS
Previous Midland Project	<ul style="list-style-type: none"> ▪ unrealistic budget plans ▪ use of extensive outside resources ▪ questionable detail around 	<ul style="list-style-type: none"> ▪ interest high ▪ some improvements made
Community Support	<ul style="list-style-type: none"> ▪ poverty levels ▪ apathetic “quit and stayed” ▪ abandoned downtown district ▪ discretionary spending issue 	<ul style="list-style-type: none"> ▪ historic value ▪ sentimental attachment/value ▪ downtown icon ▪ community needs venue for shows, etc. ▪ business community needs venue for conferences/mtgs. ▪ 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	<ul style="list-style-type: none"> ▪ city, county and state budgets and small businesses “tapped out” ▪ citizens over taxed and tax weary ▪ strong community bias against paid fundraisers 	<ul style="list-style-type: none"> ▪ Coffeyville Area Community Foundation respected and experienced partner ▪ potential large donors ▪ 40 years of Field Kindley High School alumni ▪ grants targeting key areas ▪ tax credit history ▪ involved medium businesses ▪ history of support from larger businesses
Other	<ul style="list-style-type: none"> ▪ legal issue of tracking former donations and making them good 	<ul style="list-style-type: none"> ▪ working and enthusiastic board

FEASIBILITY RECOMMENDATIONS

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. Leverage relationships with potentially large donors and network giving to expand the net
6. Include an affordable plan for small businesses to participate
7. Extend pledges up to five years with bankable back-up
8. Identify and set attainable silent period goal prior to going public
9. Develop specific strategy for key corporate giving

Coffeyville provides a unique combination of facilities and venues. [Table 1: Facilities and Venues in Coffeyville](#). When combined with the Midland Theater & Events Center, Coffeyville can become a regional draw for various groups and organizations. The MTEC could act in tandem or support as a central coordinating agency with the Coffeyville Area Chamber of Commerce, the City of Coffeyville, Coffeyville Community College, Visit Coffeyville 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.

MARKETS

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 2: 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 southeast 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.

Capture the “ant trail” as Coffeyville is within an hour’s drive from several popular tourists’ routes. These include:

- The Historic Route 66 Highway
- The Trans American Trail, a cross country trail that attracts tourists from around the world.
- Highways extending between Bentonville, Arkansas (Crystal Bridges Museum), Branson, Missouri and Pawhuska, Oklahoma

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. By opening up sections of the Midland as the six-step project strategy is implemented, programs can be established to build Coffeyville as part of the growing cultural tourism movement.

ECONOMIC BASE

The Coffeyville business sector offers a broad base of employers that include major manufacturing companies, a refinery, and a foundry. In addition, Coffeyville is the headquarters for rapidly expanding companies like Taylor Crane and Windsor Place. 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.

[Table 3: Area Businesses and Corporations](#)

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 2019 the state of Kansas welcomed 36.5 million visitors, which would be comparable to everyone from the state of Missouri, Nebraska, & Texas visiting our state once every year. In 2019 Montgomery County hotels had over 9.8 million dollars in consumer sales. 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 3,740 visitors in 2019. Those visitors came from 49 states and 21 countries. Even during 2020 and the COVID pandemic the museum hosted 1,963 visitors from 29 states and 4 countries. 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.

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 epicenter 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.

ECONOMIC BASE ISSUES AND OPPORTUNITIES

Currently Coffeyville has a poverty rate more than twice the state’s rate with a high percentage of disabled adults and school children on government meal programs. Our Community Elementary School is a Title 1 school with the total FTE student head count of 1769.8 in the 2020-2021 school year. Of the students attending Community Elementary School, 1225 (78.5%) are eligible for and participate in our free or reduced meal program. Most of our population has very little access to what can be life changing, high impact arts/theater experiences. Offering accessible and affordable youth arts/theater programs as well as a variety of family and adult entertainment programming allows for building a base of patrons and audience participants as the complex is completed.

Selected education, entertainment, and special events will be designed and tested prior to completing renovations. Not only will many of these community events provide early revenue themes, but several of the planned youth programs will qualify from grants from sources not involved in capital funding. Examples of youth programs include STEAM (Science, Technology, Engineering, Art, and Math) workshops, children’s theater and the Backstage Players program for local and touring artist. These programs and others yet to be considered will build community excitement and momentum. All of our programs will offer inclusion and equity for our youth.

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 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.

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

The Midland Theater & Event Center Capital Campaign Plan

THE SIX PROJECT CAPITAL CAMPAIGN STRATEGY

The Six Project Midland Theater & Event Center capital campaign began in 2020 and will extend through 2027. The goal is to raise a minimum of 3.3 million dollars. These funds will be raised from the business sector, foundations, private donations, grants, and tax credits utilizing a targeted strategy for each project and following a *fund-build-use* plan for each. This approach provides speed to access, program building, and build confidence and excitement for the completion of the total project.

FUND-BUILD-USE CAPITAL CAMPAIGN

This plan intends to build a base of support through a series of six projects. Using this strategy allows for targeted contributions and accelerates the opening of the MTEC for use as a series of smaller venues. This project-based plan will also serve to generate matching funds showing community support which is critical in applying for and obtaining grants.

As Projects Two through Six are completed and each area is available of use, community confidence and excitement will build greater support. Each venue will offer space to begin building much needed youth, community and revenue generating programs as the foundation for what will become a multipurpose education, cultural and community hub. The Midland Theater and the adjacent vacant 17,600 square foot building (commonly known as The Alamo building) will become the Midland Theater & Event Center which will become a major economic driver for our historic downtown and serve our large population of under-resourced children and adults as well as our mainstream base.

Executing a *Fund-Build-Use* plan for projects two through six will serve two major purposes in successfully completing the total MTEC renovation plan.

1. Targeted Fundraising

First, it will allow fundraising to be directed to donors that may have a particular interest for a project or area of the MTEC plan. For example, corporate sponsors may be more interested in supporting the completion of the event center considering naming rights. Arts/Cultural grants typically would support a theater renovation. Individual donors who have memories of the Midland experience and the importance of reopening it as a hub for historic downtown may donate to projects directed to completing areas of the theater.

2. Accelerated Usage

Each project will follow a *Fund-Build-Use* plan which is based upon starting a project when funding has been guaranteed. When each individual project is completed, the finished area can be opened for use while fundraising for the next project begins. With the goal of completing the total MTEC renovation by mid-2027 and hosting a Grand Opening/100th Anniversary celebration in 2028, this project based plan will open areas of the complex years before the 2027. This will generate excitement and increased confidence and support for the future projects to be funded.

The Six Project strategy seeks to engineer success into the completed Midland Theater & Event Center complex when fully operational.

Fund-Build-Use Project Details	Budget	Status
Project 1 - Secure the Shell - 2020	\$164,749.35	Completed
Private donations	\$45,000.00	Completed
Kansas Heritage Trust Fund Grant	\$90,000.00	Completed
Midland Endowment Fund	\$24,749.35	Completed
Rotary Grant	\$5,000.00	Completed
Project 2 - Front of the House-2021-2022	\$219,392.55	
Private donations	\$110,000.00	In Process
Kansas Rural Preservation Grant	\$50,000.00	In Process
Coffeyville Area Community Foundation Grant	\$10,000.00	Pledged
City of Coffeyville	TBD	In Process
Visit Coffeyville	TBD	In Process
Wade Foundation	\$10,000.00	Pledged
Pratt Family Charitable Fund	\$100,000.00	Pledged
Tax Credits	TBD	
Project 3 - Backstage Theater-2021-2023	\$219,126.46	
Private Donations	\$70,000.00	In Process
Grants	\$150,000.00	In Process
Tax credits if available	TBD	
Project 4 - White Box-2022-2024	\$560,558.53	
Private Donations	\$50,000.00	
Grants	\$300,000.00	In Process
Special Events	\$50,000.00	
Corporate Naming Sponsors/Use Futures	\$75,000.00	In Process
Project 5 - The House-2023-2026	\$1,341,580.56	
Private Donations	\$300,000.00	
Event Revenue	\$50,000.00	
Grants	\$500,000.00	In Process
Naming Sponsors	\$300,000.00	In Process
Take A Seat	\$150,000.00	In Process
Standing Ovation	\$100,000.00	In Process
Tax credits if available	TBD	
Project 6 - Finish Event Center 2026-2028	\$864,965.79	
Event Revenue from projects 2-5 venue receipts	TBD	
Forward Leasing Programs	TBD	
Private Donations	TBD	
Grants	TBD	
Naming Sponsors	TBD	
Payments in Kind	TBD	
Total Midland Theater & Event Center Project Estimate	\$3,370,373.24	

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 possibilities are available for a variety of areas and objects throughout the theater and event center complex. These 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. When interested in naming rights surfaces, representatives of the Midland Foundation will work with each potential donor to identify available naming rights opportunities and match with the goal of the donation.

STANDING OVATION: SMALL BUSINESS OPPORTUNITY

Offering sole proprietorships and small retail operations an affordable ability to participate can 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.

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.

List of Potential Grants
Kansas Health Foundation
Sunderland Foundation
Kansas State Historical Society
Coffeyville Area Community Foundation (CACF)
Kauffman
Mabee Foundation
Walmart Foundation
McDonalds Foundation
Casey's Foundation
Koch Foundations (programs)
Downing Foundation
Dreyfus Family (programs)
AARP Community Challenge
Garvey/Beechcraft
Kiwanis
Rotary

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.

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.

- Field Kindley High School Service Groups and Interest Groups
- Coffeyville Community College Service Groups and Interest Groups
- Community Service Groups
- Kiwanis
- Rotary
- Coffeyville Lions and Dalton Defenders Lions Clubs
- VFW and American Legion
- Seniors Groups
- Former residents with interests in Coffeyville

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 southeast Kansas market area. As stated in the marketing strategy 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 with Coffeyville's Reawakening and Visit Coffeyville 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 those participating as students and 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.

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 Defenders Days	Self-funding/break-even/high-margin concessions
Interactive special	Self-funding/break-even/high-margin concessions
Revenue Generating	
Vaude 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, Conferences	Rental Fees
Corporate Meetings/Training	Rental Fees
Marquee/screen ads	Space and usage fees
Lobby/Ballroom	Rental fees
Theater auditorium/stage	Rental fees
Kitchen use	Rental fees

The MTEC financial projections are shown on the next two pages. The information on page 24 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 25 details both fixed and variable projected expenses for the first three years of operation and the overall projected net results.

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>Movies</u>										
Winter Specials (Jan, Feb)					\$975	3	\$1,950	2	\$1,950	
Academy Awards Special (Feb)					\$2,000	1	\$2,000	1	\$2,000	
Spring Film Festival (April/May)					\$1,300	4	\$2,600	4	\$2,600	
Family Summer Series (June, July August)					\$800	3	\$2,400	3	\$2,400	
Dalton Days (Oct) double feature					\$2,250	3	\$2,250	3	\$2,250	
Halloween Special (Oct)					\$1,000	1	\$1,000	1	\$1,000	
Christmas Special (Dec) series					\$6,000	3	\$6,000	3	\$6,000	
New Year's Special (Dec)					\$1,000	2	\$2,000	1	\$1,000	
Interactive Specials (2X's)					\$1,300	3	\$3,900	4	\$5,200	
<u>Theater</u>										
Community Talent Show					\$500	1	\$500	1	\$500	
Vaude in the Ville					\$5,000	1	\$5,000	2	\$10,000	
Plays/Performance					\$3,200	2	\$6,400	3	\$9,600	
<u>Concerts</u>										
Children's Choir/Orchestra					\$0	1	\$0	1	\$0	
Variety					\$2,500	2	\$5,000	4	\$10,000	
<u>Concessions</u>										
					\$13,050		\$16,313		\$20,392	
Rental Space EC										
Wedding & Parties, Reunions				\$300	\$15,000	60	\$18,000	72	\$21,600	
Conventions/Associations				\$300	\$6,000	22	\$6,600	24	\$7,200	
Corp Meetings/ Training				\$400	\$30,000	90	\$36,000	100	\$40,000	
Marquee/Screen Ad Rental				\$150	\$5,000	60	\$6,000	72	\$7,200	
Lobby/Ballroom				\$250	\$1,200	7	\$1,400	8	\$1,600	
Auditorium/Theater				\$750	\$4,500	8	\$6,000	10	\$7,500	
Kitchen				\$100	\$1,500	24	\$1,800	28	\$2,100	
TOTAL Projected Revenue					251	\$210,075	301	\$279,613	347	\$369,092

MTEC PROJECTED SUSTAINABILITY PLAN (CONT.)

Projected Expenses	Year 1		Year 2		Year 3	
Projected Fixed Expenses	Month	Year	Month	Year	Month	Year
Staffing-Administration	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	200	2,400	400	4,800	600	7,200
Ticketing	75	900	125	1,500	175	2,100
Marketing	1000	12,000	1500	18,000	2,000	24,000
Cleaning	1200	14,400	1,560	18,720	1,920	23,040
Scholarships	400	4,800	800	9,600	1,600	19,200
Guest Performers	50	600	75	900	100	1,200
Projected Variable Year Total		\$38,940		\$59,520		\$85,740
Total Projected Fixed & Variable Expenses		\$180,440		\$246,160		\$321,147
Projected Net Increase (Decrease)		\$29,635		\$33,453		\$47,945

APPENDIX

TABLE 1: FACILITIES AND VENUES IN COFFEYVILLE

<p>Municipal Parks</p> <ul style="list-style-type: none"> • 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 	<p>Municipal Meeting Rooms</p> <ul style="list-style-type: none"> • Ron Stevenson Building • Youth Activity Center • City Hall • Senior Citizens Center • Perkins Building
<p>Commercial Meeting Rooms</p> <ul style="list-style-type: none"> • Shrine Barn • Windsor Place Event Center • Coffeyville Country Club 	<p>School Meeting Rooms</p> <ul style="list-style-type: none"> • Community Elementary School Multipurpose Room • Field Kindley & Roosevelt Auditoriums • Holy Name Catholic School Gym and Parish Center
<p>Community College Meeting Rooms</p> <ul style="list-style-type: none"> • Rotary Room • Oak Room • Nellis Gym • CCC Cafeteria 	<p>Private Meeting Rooms</p> <ul style="list-style-type: none"> • Coffeyville Chamber of Commerce – Perkins Building Conference Room • Holiday Inn Conference Room • Cedar Bluff • Library
<p>Hotel and Lodging Rooms</p> <ul style="list-style-type: none"> • Fairbridge Hotel • Surstay Plus • Holiday Inn Express & Suites • Regal Inn • Big Chief RV Park 	<p>Museums</p> <ul style="list-style-type: none"> • Brown Mansion and Grounds • Dalton Defenders & Coffeyville History Museum • Coffeyville Aviation Heritage Museum

TABLE 2: 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 3: AREA BUSINESSES AND CORPORATIONS

Medium Business-Annual revenue of 5-100 million

- Acme Foundry
- Cherokee Casino
- Cherokee Nation
- SEKTAM
- Star Pipe
- Taylor Crane & Rigging
- Thompson Brothers Welding Supplies
- 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 Energy
- ATT
- Cargill
- Cessna
- City of Coffeyville
- Coffeyville Resources
- Con Agri
- Cox Cable
- John Deere
- Medicalodge
- Midwest Grain
- Sprint
- Walmart

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>

