

CITY OF TIGARD, OREGON
13125 SW HALL BLVD.
TIGARD, OREGON 97223
503-718-2487

COMMUNITY EVENTS FUNDING REQUEST

Due: February 13, 2014

Event Name: Mask & Mirror Community Theatre

Mask & Mirror Community Theatre was founded in early 2011 by a group of 8 experienced theatre enthusiasts to bring quality entertainment, recreation and arts education to the citizens of Tigard and Tualatin. Our goals included keeping tickets prices below that of a 3D movie at the local cinema (a goal we have met); and to be fiscally conservative (also met: none of the 7 main stage shows we have produced to date have lost money).

Mask & Mirror Community Theatre is an all-volunteer 501(c)3 non-profit theatre. We have no employees and we do not pay any of the actors, crew or administrators involved in Mask & Mirror productions. Membership dues are optional and we welcome all residents to participate in our activities without cost, other than to buy tickets to productions.

As we have continued to grow and develop our reputation, volunteer list and audience list, we believe that now is the time to rent a full-time theatre space of 2000 to 2500 sq ft in Tigard and develop it into a ~60 seat theatre for year-round use.

Address: 13166 Broadmoor Place

City, State, Zip: Tigard, OR 97223

Contact Name: Gary Romans

Telephone Number: 503-524-2058

E-mail address: Info@MaskandMirror.com

1. **Request** (express in whole dollar amounts only)

Cash \$20,000

In-Kind Services-hours (use of City property, City staff support, etc. Please explain the services requested on a separate sheet) TBD, see separate sheet

Total Request \$20,000

2. **Purpose of Funding Request:**

Mask & Mirror Community Theatre (M&M) is in the middle of its 3rd season presenting quality theatre to Tigard audiences. We have produced 7 mainstage shows. Each show has been reviewed positively and each show has earned back its production budget with ticket sales and concession income (which means we didn't lose money!). We have produced these shows on a rented stage in Tigard at Calvin Presbyterian Church, which costs us \$2000 per show (\$6000 per year). Our

agreement with Calvin provides us 3 rehearsal nights per week in a large room, but very limited time on stage to develop scenery, lighting and rehearsals on a completed stage set.

M&M is ready to take the next step and we have begun the planning to find a full time rental facility of ~2000 to 2500 sq. ft. that we can turn into a theatre space seating at least 60 patrons.

Having a full-time theatre space will allow us to produce 6 mainstage productions each season (September-June); increase the number of performances for each production from the current 8 or 9 to 12; improve the production (technical: such as sets, lights, sound, etc.) values for each production by having additional time and access to the stage; and allow us to add a Children's Theatre Camp in July or August.

We would also expect to make this space available to other organizations during the weekdays for non-M&M meetings (Rotary Club, youth organizations, etc.) since 99% of our utilization would be after 5 pm and on weekends. We are aware that Tigard now sorely lacks such meeting space.

M&M expects to have ~\$20,000 cash in our bank account by September, 2014 (we have \$16,000 as of this writing). We are asking for matching funds (\$20,000) from Tigard as part of Tigard's 2014 Community Events Funding.

We expect to use this \$40,000 as follows:

\$25,000 – Expense to build out a theatre in the rental space we select: seating, seat risers, stage, stage lighting, sound system, etc.

\$7,500 – Theatre rental during the transition phase as we build out the theatre and rehearse our 1st show in the new space.

\$7,500 – Contingency funds in case either of the above two expenses are underestimated or delayed.

I've included two scenarios that show that we can afford to do this. A reasonable expectation for a theatre is that it covers 70% of its budget through show income and 30% through donations and grants.

The Conservative Scenario assumes no rise in our ticket price (\$12 adult, \$10 seniors); only a slight increase in total audience per show (from 360 to 420); and no increase in our production budget from our current \$750 plus royalties. Under this scenario we would only have to raise less than 17% of our yearly budget (\$6965) through donations and other grants.

For the 70% Budget I decreased the audience size and increased the theatre rental cost (the two largest and most uncertain variables) and we would only have to raise an additional \$13,070.

We believe both scenarios severely underestimate the additional audience support and donation / grant support that M&M would achieve by having its own full-time theatre space.

Assumptions:	CONSERVATIVE		70% BUDGET	
Average Ticket Price:	\$10.25		\$10.25	
Average Audience Size:	35		30	
Number of Shows:	6		6	
Number of Performances Per Show:	12		12	
Royalty Per Performance:	\$100.00		\$100.00	
Production Budget Per Show:	\$750.00		\$750.00	
Concession Income Per Performance:	\$25.00		\$25.00	
Theatre Rent (NNN+) Per Month:	\$2,500.00		\$2,650.00	
Number of Paid Members:*	50		50	
Yearly Membership Dues:	\$30.00		\$30.00	
Expected Donations From Current Members	\$1,000.00		\$1,000.00	
INCOME:				
Income Per Performance:				
Tickets (Avg Tkt \$ x Avg Aud Size)	\$358.75		\$307.50	
Concessions:	\$25.00		\$25.00	
Subtotal:	\$383.75		\$332.50	
Income Per Show Run (Income/Performance x # of performances):	\$4,605.00		\$3,990.00	
Total Show Income (Income/Show x # of Shows):		\$32,235.00		\$27,930.00
Membership Income (# Paid Members x Member Dues):*		\$1,500.00		\$1,500.00
Expected Donations From Current Members:		\$1,000.00		\$1,000.00
TOTAL INCOME PER YEAR:		\$34,735.00		\$30,430.00
EXPENSES:				
Production Expenses Per Show (# of performances x royalty + production budget):	\$1,950.00		\$1,950.00	
Production Expenses Per Season:		\$11,700.00		\$11,700.00
Theatre Rental Per Year:		\$30,000.00		\$31,800.00
TOTAL EXPENSES PER YEAR:		\$41,700.00		\$43,500.00
NET INCOME:		(\$6,965.00)		(\$13,070.00)
NET INCOME AS PERCENT OF BUDGET:		16.70%		30.05%

* (NOTE: there is no cost to participate in M&M activities. Dues paying members are allowed to vote for leadership positions, plays to produce and other group activities.)

3. How will this event benefit the Tigard Community?

Mask & Mirror Community Theatre provides:

- a creative outlet for participants at no cost to them;
- an enhanced cultural literacy for our patrons through exposure to live theatre;
- an increased traffic flow to and from the theatre on performance, rehearsal and meeting nights (over 250 nights per year with our own full-time theatre space), resulting in increased patronage at local restaurants and other businesses;
- increased patronage for local businesses as we buy and build sets, props and costumes;
- a source for entertainment at events hosted by other city organizations;
- an available meeting area for weekday use (99% of the theatre's use is after 5 pm weekdays and on weekends)
- the addition of a new Children's Theatre Camp, a badly needed summer youth activity for Tigard's children.

4. How many Tigard residents do you anticipate participating in this event (or these events)?

We currently have approximately 675 head-of-family names with Tigard addresses in our database of those who have attended or expressed interest in attending our events, giving an estimate of over 1000 Tigard residents. We estimate we will draw at least triple that amount from the increased activity generated by having our own theatre space and an increased number of performances. We will also draw additional Tigard participants who enjoy our other public performances such as those at the Tigard Festival of Balloons, Holiday Caroling, Tigard Street Fair, Library Readings, and other events. We anticipate well over 4000 Tigard residents participating in Mask & Mirror Community Theatre activities.

5. Please submit the following information with this request:

- a. Most recent annual budget compared with the prior year's actual revenues and expenditures. The Budget should identify the period to which it applies, beginning and ending balances, major revenue sources, major expenditure categories, and number of authorized positions.

Mask & Mirror Annual Budget vs Actual 2013		
	BUDGET	ACTUAL
INCOME		
Grants and Awards	3,000.00	6,300.00
Direct Public Support	3,000.00	895.18
Show Ticket Revenue*	9,450.00	9,751.03
Concession Sales	1,000.00	720.95
Member Dues	1,000.00	868.00
Other income	1,000.00	382.00

TOTAL INCOME	18,450.00	18,917.16
EXPENSES		
Show Expenses		
Royalties	800.00	1,407.60
Advertising	3,000.00	75.00
Show Supplies	500.00	267.45
Costumes	1,000.00	753.16
Set Construction	1,000.00	676.51
Stage Rental	4,000.00	6,000.00
Food		262.57
Printing and Posters	500.00	987.87
	10,800.00	10,430.16
Traveling Thespians		
Props	-	72.93
Costumes	-	103.55
Other	-	67.40
	1,500.00	243.88
Operations		
Storage Rent	2,000.00	1,324.36
Stage Supplies	500.00	151.16
Dues & Subscriptions	150.00	201.50
Licenses & Permits	-	61.52
Books and References	-	22.24
Merchant Fees	-	27.05
Postage	500.00	21.48
Printing	-	130.08
Sound and Lighting	500.00	-
Supplies	1,000.00	1,370.02
	4,650.00	3,309.41
Other		
Insurance	500.00	402.00
Other	300.00	3.25
	800.00	405.25
TOTAL EXPENSES	17,750.00	14,388.70
Interest Income-Savings	-	19.86

NET INCOME	700.00	4,548.32
*Ave. of \$10 ticket per person		
3 shows, 9 performances each, average of 35 paying audience per performance		
Mask & Mirror Community Theatre has no paid employees.		

b. Audit report or financial statements for the last fiscal year.

Balance Sheet - Dec 31, 13				
ASSETS				
	Current Assets			
		Checking/Savings		
			Home Street Bank Checking	14,525.03
			Columbia Checking	1,421.80
		Total Checking/Savings		15,946.83
	Total Current Assets			15,946.83
TOTAL ASSETS				15,946.83
LIABILITIES & EQUITY				
	Equity			
		Unrestricted Net Assets		11,398.51
		Net Income		4,548.32
	Total Equity			15,946.83
TOTAL LIABILITIES & EQUITY				15,946.83

Profit and Loss 2013 - Jan - Dec 13				
	Ordinary Income/Expense			
		Income		
			Grant Income	
			City of Tualatin	300.00
			City of Tigard	6,000.00
			Total Grant Income	6,300.00
			Direct Public Support	
			Corporate Contributions	31.43

				Individual, Business Contributions	863.75
			Total Direct Public Support		895.18
			Membership Dues		868.00
			Show Income		
				Season Ticket Holders	152.00
				Show Sponsor Income	510.00
				Concession Income	720.95
				Ticket Sales	9,089.03
			Total Show Income		10,471.98
			Other Types of Income		
				DVD Sales	46.00
				PhotoBooks	336.00
			Total Other Types of Income		382.00
		Total Income			18,917.16
		Expense			
			Traveling Thespians		
				Props	72.93
				Costumes	103.55
				Traveling Thespians - Other	67.40
			Total Traveling Thespians		243.88
			Operations		
				Storage Rent	1,324.36
				Membership Dues	201.50
				Stage Supplies	151.16
				Licenses and Permits	61.52
				Books, Subscriptions, Reference	22.24
				Merchant Service Fees	27.05
				Postage, Mailing Service	21.48
				Printing and Copying	130.08
				Supplies	1,370.02
			Total Operations		3,309.41
			Other Types of Expenses		
				Insurance - Liability, D and O	402.00
				Other Costs	3.25
			Total Other Types of Expenses		405.25
			Show Expenses		

				Meals	158.78
				Royalties for Scripts Usage	1,407.60
				Advertising	75.00
				Concessions Costs	88.00
				Show Supplies	267.45
				Set Construction	676.51
				Stage Rental	6,000.00
				Food	15.79
				Costumes	753.16
				Printing for Show	829.87
				Posters	158.00
			Total Show Expenses		10,430.16
		Total Expense			14,388.70
	Net Ordinary Income				4,528.46
	Other Income/Expense				
		Other Income			
			Interest-Savings, Short-term CD		19.86
		Total Other Income			19.86
	Net Other Income				19.86
Net Income					4,548.32

- c. Articles of Incorporation.* - **Submitted in 2013**
- d. 501(c)(3) status.* - **Submitted in 2013**
- e. Organization Bylaws* - **Submitted in 2013**

* Information not required if it has been submitted at least once in the last five years.

Please note that a lack of adequate financial information could result in denial of request.

In-Kind Services-hours

The only additional support we would ask from the City of Tigard is that you assign an appropriate person to help us navigate the rules, regulations, zoning requirements, safety requirements, fire regulations, etc. that we would be faced with in selecting a rental facility in Tigard and building a theatre in it. We have smart people, and we have people who can build things – but we don't have knowledge of these kinds of permitting and zoning issues.