

September 1, 2010

Thank you to the working group and the Arts, Parks, Health, and Aging Committee for tackling a difficult task: reducing City spending on the arts while ensuring the continued operation of community art centers in Los Angeles. I am eager to assist in the process to meet this challenge.

As the Executive Director of McGroarty Arts Center, which has operated as a private partner since 1995, I hope to elucidate how the changes proposed by the working group would impact the partnered centers and suggest alternate courses of action.

Table 1 (attached) shows annual revenue and expense for each of the six partners; the additional expenses proposed by the working group; and the percentage of total revenue the proposed expenses represent to each partner. The combined total annual budget of all six partnered centers is only \$1.2 million, based on the most recently available federal tax returns (attached). Five of the centers saw their budget shrink from the previous year, half had greater expenses than income (prior tax returns are available at guidestar.org).

Table 1 also shows that the expenses proposed to be shifted to the nonprofit partners would save the City a modest \$167,793. Yet the costs to each individual center represent a measurable percentage of their annual budgets - as much as 44% in one case. Those nonprofits who express concern that shouldering these costs would shut them down have a legitimate fear. Note that custodial and security costs are represented in the figures on Table 1, except in the case of McGroarty Arts Center.

Without knowing the dollar amount that DCA and other departments hope to save through the RFPs, my suggestions may not be appropriate. Without a clear goal, it is difficult to know whether *any* suggestions are reasonable. I encourage the working group, DCA, and other involved departments to present clear and accurate cost saving goals with respect to the RFPs for partnered arts center. Because savings are being sought from nonprofits with average budgets of about \$203,000, I assume the sum is not colossal and will be attained through modest measures. The following suggestions will reduce City spending on the arts while enhancing community art centers in Los Angeles.

Instead of changing lease agreements with partnered art centers to save money, I suggest partnering out additional centers. Based on my experience at McGroarty, I firmly believe that partnered arts centers have the potential to more quickly expand programs and client bases, build strong local leadership, and better respond to changing community needs than do City-run centers. The most effective support the City can provide to the arts is infrastructure. Foundations would rather make a grant to an innovative art installation than for August's rent.



An individual donor is much more compelled to give to a young girl's piano lessons than to a water bill. By providing the vital infrastructure behind art programs, DCA can become the backbone of a stable, vibrant, responsive community art system that appeals to funders and meets local needs.

Stable, vibrant, responsive community art centers require strong internal leadership, and here DCA can assist too. A relatively small amount of seed money, perhaps \$70,000-\$100,000 per center, and low-cost but effective leadership training through existing programs will be enough for each site to hire an Executive Director and set the newly partnered art centers on the path to self-sufficiency. Leadership trainings should meet for approximately 40 hours over a 6-12 month period, include both the Executive Director and Board Chair of each center, and encourage partnered centers to build a peer-support group by attending trainings together. Existing partnered art centers may be invited to participate in these trainings as well. Rather than hire an expensive consultant or waste valuable staff time, DCA can utilize existing services to provide effective and afforable training. Such programs include Annenberg Alchemy, LA County Arts Commission's Executive Leadership Training, The Wells Fargo Executive Directors Leadership Institute supported by the Weingart Foundation, or programs through the Center for Nonprofit Management.

I humbly recommend that the Arts, Parks, Health, and Aging Committee include the following provisions in RFPs for partnered art centers:

- 1. The City will continue to provide infrastructural support to all partnered art centers including utilities, building maintenance, and security.
- 2. Each newly partnered art center will be given seed money in the form of a one-time grant from DCA.
- 3. Newly partnered art centers will receive training in nonprofit management, program development, and fundraising.
- 4. Funding for provisions 1-3 and cost savings for the City will be reached by partnering more centers than those currently identified for partnership.

Sincerely,

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Claire Knowlton Executive Director

 Table 1

 Current Contracted Private Partnership Facilities under the Department of Cultural Affairs

	Facility a	and Nonprofit Operator Inform	ation						Additional	Proposed An	nual Costs			
					Total				Building					% of Tot
Facility	Nonprofit	Address	Phone	Total Revenue	Expense	Water	Electricity	Gas	Maintenance	Security	Custodial	Rent	Total	Rev.
	Art in the Park Community	795 N. Ave 50												
Art in the Park Center	Culutral Programs Inc.	Los Angeles, 90042	323-259-0861	\$53,580	\$59,015	\$0	\$2,116	\$146	\$5,129	unknown	unknown	\$6,000	\$13,391	25%
Eagle Rock														
Community Cultural	Eagle Rock Community	2225 Colorado Blvd												
Center	Cultural Center	Los Angeles, 90041	323-226-1617	\$420,024	\$377,136	\$910	\$8,282	\$597	\$6,433	unknown	unknown	\$9,000	\$25,222	6%
Encino Folk Arts	California Traditional Music	4401 Trancas Place												
Center	Society	Tarzana, 91356	818-817-7758	\$173,904	\$143,812	\$0	\$6,551	\$523	\$119	unknown	unknown	\$6,000	\$13,193	8%
	The Other Side of the Hill	5108 Lankershim Blvd.												
Lakershim Arts Center		North Hollywood, 91601	818-761-8838	\$109,828	\$120,395	\$424	\$16,816	\$0	\$22,445	unknown	unknown	\$9,000	\$48,685	44%
	Friends of McGroarty Cultural	7570 McGroarty Terrace												
McGroarty Arts Center	Arts Center	Tujunga, 91042	818-352-5285	\$259,853	\$238,932	\$0	\$8,339	\$2,705	\$8,534	\$24,670	w/security	\$9,000	\$53,248	20%
William Reagh Los														
Angeles Photography		2332 W. Fourth St.												
Center	SINERGIA Theater Group	Los Angeles, 90057	213-382-8133	\$204,984	\$204,219	\$345	\$6,890	\$0	\$819	unknown	unknown	\$6,000		
			Total	\$1,222,173	\$1,143,509							Total	\$167,793	
			Averge	\$203,696	\$190,585							Average	\$27,966	14%

Notes:

Total revenue and expenses from most recent tax returns on file, see attached

Contact information from most recent tax returns on file

Additional proposed annual costs from Report of Chief Legisltive Analyst, August 11, 2010, Arts, Parks, Health, and Aging Committee, assignment no. 10-08-0790, Council file no. 10-0773, Attachment B Rent figures from testimony of Olga Garay, GM of DCA, based on facility square footage during Arts, Parks, Health, and Aging Committee meeting, August 17, 2010 \$24,670 in McGroarty Arts Center's security column is annual caretaker salary, paid by DCA, which also covers all custodial and basic maintenance

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<b>c</b> reported on line 1) <b>b</b> Less direct expenses other than fundrasing expenses <b>b</b> <b>b</b> Less direct expenses other than fundrasing expenses <b>b</b> <b>b</b> Less direct expenses other than fundrasing expenses <b>c</b> <b>b</b> Less cost of goods sold <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b> <b>c</b>	0 M	Revenue	а	•						
c       Net income or (loss) from special events and activities (Subtract line 6b from line 6a)       6c         7a       Gross sales of inventory, less returns and allowances       7a         b       Less cost of goods sold       7c         c       Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)       7c         a       Other revenue (describe       9         c       Total travernues and allowances       9         c       Total travernue and the sales of inventory (Subtract line 7b from line 7a)       8         c       Total travernue and the sales of inventory (Subtract line 7b from line 7a)       9         c       Total travernue and the sales of inventory (Subtract line 7b from line 7a)       9         c       Total travernue and allowances       10         1       Benetits paid to drag members       11         12       11       12         13       Professional lees add other payments to independent contractors       13       31,767         14       Occupancy, rent duttes, and maintenance       16       17       59,015         18       Excess or (deficit) for the year (Subtract line 17 from line 9)       18       -5,435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported	00	Å		•						
7a       Gross sales of inventory, less returns and allowances       7a         b       Less cost of goods sold       7b         c       Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)       7c         a       Other revenue (describe       8         9       State revenue (describe)       9         9       State revenue (describe)       10         11       11       11         12       11       12         13       Professional fees at 0 other payments to independent contractors       13       31,767         14       0.ccupancy, rent littines, and maintenance       14       14         13       Professional fees at 0 other payments to independent contractors       13       31,767         14       0.ccupancy, rent littines, and maintenance       14       14         15       16       Other expenses (describe)       16       27,248         17       Total expenses. Add lines 10 through 16       17       17       59,013         18       Excess or (deficit) for the year (Subtract line 17 from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return).       20       21       -2,756         Part III       Balance Sheets. If Total assets or fund balances (attach explanation)       <			b							
b       Less cost of goods sold       7b         c       Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)       7c         8       Other revenue (describe       9       53,580         9       Statt inversue 3dd tipes 1, 2, 3, 4, 5c, 6c, 7c, and 8.       9       53,580         90       Grants and similar a			С		-		6a)	• •	6c	
c       Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)       7c         8       Other revenue (describe       9       53,580         9       Total revenue (describe       9       53,580         10       Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)       9       53,580         10       Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)       9       53,580         11       Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)       10       10         11       Benefits paid to of demembers.       11       11       11         12       Octography inventory (Subtract line 7b from line 7a)       12       12         13       Professional fees and other payments to independent contractors       13       31,767         14       Occupangy, rent limes, and maintenance       14       14         13       Occupangy, rent limes, and shipping       15       16       27,248         17       Total expenses. Add lines 10 through 16       17       59,015       18       Excess or (deficit) for the year (Subtract line 17 from line 9)       18       -5,6435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end 19, 26,679       20										
8       Other revenue (describe       )       8         9       53,580       )       9       53,580         11       Benefits paid to of degrige members       10       10         11       Benefits paid to of degrige members       11       11         12       13       31,767       12         13       Professional fees and other payments to independent contractors       13       31,767         14       Occupancy, rent Justices, and maintenance       14       15         14       Occupancy, rent Justices, and maintenance       16       27,248         17       Total expenses. Add lines 10 through 16       17       59,015         18       Excess or (deficit) for the year (Subtract line 17 from line 9)       18       -5,435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)       19       2,679         21       Net assets or fund balances at end of year Combine lines 18 through 20       21       -2,756         Part II       Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.       (B) End of year         22       Cash, savings, and investments       23       24         23									70	
9       53,580         10       10         11       Benefits paid to of der members .         12       11         13       11         14       12         13       Professional fees at 3 other payments to independent contractors .       13         14       Occupancy, rent luttines, and maintenance .       14         15       15         16       Other expenses (describe       )         17       Total expenses (describe .       .         18       Excess or (deficit) for the year (Subtract line 17 from line 9).       .         18       Excess or (deficit) for the year (Subtract line 17 from line 9).       .         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on pror year's return).       .       .         20       Other changes in net assets or fund balances (attach explanation)       .       .       .         21       -2,756         22       .       .       .       .         23       .       .       .       .       .         24       .       .       .       .       .       .         25       Other changes in net assets or fund balances							•••			
IO       Grafits and similar amounts paid (attach schedule)       10         11       Benefits paid to or denomembers       11         12       Aslaries, other payments to independent contractors       13         13       Professional fees at 0 other payments to independent contractors       13         14       Occupancy, rent limites, and maintenance       14         15       16       Other expenses describe         16       Other expenses describe       16         17       Total expenses. Add lines 10 through 16       17         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return).       19         20       Other changes in net assets or fund balances (attach explanation)       20         21       -2,756         22       Cash, savings, and investments       19,781         22       20       21         23       19,781       22         24       22       2024         23       19,781       22         24       19,781       22         25       19,781       22         26       12       -2,756         24       19,781       22		T=					· · · · ·	/		53.580
11       Benefits paid to order members       11         12       13       Ayalaries, other compensation, and employee benefits       13         13       Professional fees are other payments to independent contractors       13       31,767         14       Occupancy, rant lumines, and maintenance       14         15       16       27,248         16       Other expenses (describe       16       27,248         17       Total expenses. Add lines 10       through 16       17       59,015         18       Excess or (deficit) for the year (Subtract line 17 from line 9).       18       -5,435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return).       20       21       -2,756         20       Other changes in net assets or fund balances (attend explanation)       20       21       -2,756         21       Occupancy (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.       (A) Beginning of year       (B) End of year         22       Cash, savings, and investments       22       2024       24       24         23       Land and buildings       24       19,781       25       2,024         23       Land and buildings       19,781 <td< td=""><td></td><td>1.2</td><td></td><td></td><td></td><td></td><td></td><td></td><td>-</td><td></td></td<>		1.2							-	
12/A Salaries       0190 comparisation, and employee benefits       12         13       Professional fees at a other payments to independent contractors       13       31,767         14       0ccupancy, rent limities, and maintenance       14         15       16       0ther expenses (describe       15         16       0ther expenses (describe       17       59,015         18       Excess or (deficit) for the year (Subtract line 17 from line 9)       18       -5,435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)       20       21       -2,756         Part II       Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ. (Be the instructions for Part II.)       (A) Beginning of year       (B) End of year         22       Cash, savings, and investments       23       23       24         23       0ther assets (describe       19       2,679       24       24         24       0ther assets (describe       19,781       25       2,024         24       19,781       25       2,024       23         25       Total assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756									11	
Image: Contract of the system of the syst		62		Salaries. of	iherco	The sation, and employee benefits			12	
Image: Construction of the system of the		2	13	Profession	al lees	app other payments to independent contractors			13	31,767
16       Other expenses (describe       )       16       27,248         17       Total expenses. Add lines 10 through 16       )       17       59,015         18       Excess or (deficit) for the year (Subtract line 17 from line 9)       18       -5,435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)       19       2,679         20       Other expenses. If Total assets or fund balances (attach explanation)       20       20         21       Net assets or fund balances at end of year Combine lines 18 through 20       21       -2,756         Part II       Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.       (B) End of year         (See the instructions for Part II.)       (A) Beginning of year       (B) End of year         22       Cash, savings, and investments       23       23         24       19,781       22       2,024         25       Total assets       19,781       25       2,024         26       Total assets       19,781       25       2,024         26       Total assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27         23       24       23		ě.	14	Occupancy	y, rent_	unites, and maintenance				
17       Total expenses. Add lines 10 through 16       17       59,015         18       Excess or (deficit) for the year (Subtract line 17 from line 9)       18       -5,435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)       19       2,679         20       Other changes in net assets or fund balances (attach explanation)       20       20         21       Net assets or fund balances at end of year Combine lines 18 through 20       21       -2,756         Part II       Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.       (A) Beginning of year       (B) End of year         22       Cash, savings, and investments       23       23       23         23       24       23       24       24         24       19,781       25       2,024         25       Total assets       19,27 of column (B) must agree with line 21)       19,781       25       26         26       Total liabilities (describe       19,781       25       2,024       26       -4,780         27       Net assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756			100	HUTEN	'nŊŶ					
18       Excess or (deficit) for the year (Subtract line 17 from line 9).       18       -5,435         19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return).       19       2,679         20       Other changes in net assets or fund balances (attach explanation)       20       20         21       Net assets or fund balances at end of year Combine lines 18 through 20.       21       -2,756         21       Net assets or fund balances for Part II.       20       21       -2,756         Cash, savings, and investments       19       22,024         23       Land and buildings       23       23         24       23       24       23         25       Total assets       19,781       25       2,024         24       19,781       25       2,024         25       Total assets       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         27       Net assets or fund balances (line 27 of column (8) must agree with line 21)       2,679       27       -2,756		<u> </u>	-16					)		
19       Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return).       19       2,679         20       Other changes in net assets or fund balances (attach explanation)       20       20         21       Net assets or fund balances at end of year Combine lines 18 through 20       21       -2,756         Part II       Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.         (See the instructions for Part II.)         20         Cash, savings, and investments         24         23         24										
20       Other changes in net assets or fund balances (attach explanation)       20         21       Net assets or fund balances at end of year Combine lines 18 through 20       21       -2,756         Part II Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.         (See the instructions for Part II.)         (B) End of year         20         (See the instructions for Part II.)         (A) Beginning of year         (B) End of year         22         Cash, savings, and investments         23         24         24         24         24         24         24         25         26         26         28         24         24         24         26         26         26         26         26         26         26		ets							10	-5,435
20       Other changes in net assets or fund balances (attach explanation)       20         21       Net assets or fund balances at end of year Combine lines 18 through 20       21       -2,756         Part II Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.         (See the instructions for Part II.)         (B) End of year         20         (See the instructions for Part II.)         (A) Beginning of year         (B) End of year         22         Cash, savings, and investments         23         24         24         24         24         24         24         25         26         26         28         24         24         24         26         26         26         26         26         26         26		Ass	19						19	2,679
Part II       Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ. (See the instructions for Part II.)       (A) Beginning of year       (B) End of year         22       Cash, savings, and investments       19,781       22       2,024         23       Land and buildings       23         24       19,781       25       2,024         25       Total assets       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         27       Net assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756		et /	20	Other char	ar ngure nges in	net assets or fund balances (attach evolanation)	• • •	• •		2,010
Part II Balance Sheets. If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ. (See the instructions for Part II.)       (A) Beginning of year       (B) End of year         22       Cash, savings, and investments       19,781       22       2,024         23       23       23         24       24       24         25       Total assets       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         26       -4,780       )       26       -4,780         27       Net assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756		ž								-2,756
22       Cash, savings, and investments       19,781       22       2,024         23       Land and buildings       23       23         24       24       24         25       Total assets       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         26       Total liabilities (describe       )       19,781       25       2,024         27       Net assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756		Pa	art II	Balance	Sheets	. If Total assets on line 25, column (B) are \$2,500,000 or more,	file Form	n 990 ir	stead	of Form 990-EZ.
23       Land and buildings       23         24       0ther assets (describe       24         25       Total assets       19,781       25       2,024         26       Total liabilities (describe       )       -17,102       26       -4,780         27       Net assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756					(S	ee the instructions for Part II.)	(A) Begir	ning of y	ear	(B) End of year
23       23         24       0ther assets (describe         25       Total assets       19,781       25       2,024         26       Total liabilities (describe       )       -17,102       26       -4,780         27       Net assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756		22	Cast	n, savings, a	and invi	estments		19,7		2,024
25       Total assets       19,781       25       2,024         26       Total liabilities (describe       )       -17,102       26       -4,780         27       Net assets or fund balances (line 27 of column (B) must agree with line 21)       2,679       27       -2,756		23								
26         Total liabilities (describe         -17,102         26         -4,780           27         Net assets or fund balances (line 27 of column (B) must agree with line 21)         2,679         27         -2,756		24		•				40.0		
27 Net assets or fund balances (line 27 of column (B) must agree with line 21)		-								
			Tota	I liabilities	(describ	e)				
		-					Cat No 1		19 2/	

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## Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Dep Inte	(except black lung benefit trust or private foundation) Partment of the Treasury ternal Revenue Service(17) ► The organization may have to use a copy of this return to satisfy state rep	orting requ	urements.	Open to Public Inspection
Ā	For the 2007 calendar year, or tax year beginning 7/01 , 2007, and ending	6/30		2008
В		D		ufication Number
	Address change Address change REAGLE ROCK COMMUNITY CULTURAL		95-4689	
	Name change or type. 2225 COLORADO BOULEVARD	je	Telephone nun	
	Initial return specific LOS ANGELES, CA 90041		323-226	
	Termination tions.	F	Accounting method:	Cash X Accrual
	Amended return		Other (spe	
			e to section 527	
	(Form 990 or 990-F7)		eturn for affiliates iber of affiliates	s² ∐Yes X No ►
G		e all affiliates i		Yes No
	116		list See instruct	
J	Organization type (check only one) $\blacktriangleright X$ 501(c) 3 $\triangleleft$ (insert no.) 4947(a)(1) or 527 H (d) is the function of	this a separate	e return filed by a	an
ĸ	Check here I if the organization is not a 509(a)(3) supporting organization and its	ganization cove	ered by a group	ruling? Yes X No
	gross receipts are normally not more than \$25,000. A return is not required, but if the I Gr	roup Exem	ption Numbe	r 🕨
				tion is not required
L				990-EZ, or 990-PF).
Pa	art I Revenue, Expenses, and Changes in Net Assets or Fund Balances (S	See the i	nstruction	<u>s.)</u>
	1 Contributions, gifts, grants, and similar amounts received:			
	a Contributions to donor advised funds 1a			
	b Direct public support (not included on line 1a)	94,95	55.	
	c Indirect public support (not included on line 1a).			
	d Government contributions (grants) (not included on line 1a)	142,40	<u>0.</u>	
	e Total (add lines la through Id) (cash \$)	•	1e	237,355.
	2 Program service revenue including government fees and contracts (from Part VII, line 93)		2	133,532.
	3 Membership dues and assessments		3	12,600.
	4 Interest on savings and temporary cash investments		. 4	
	5 Dividends and interest from securities		5	
-	6a Gross rents . 6a	36,53	<u>37.</u>	
2009	b Less: rental expenses	· · · · ·		
7	c Net rental income or (loss). Subtract line 6b from line 6a		<u>6c</u>	36,537.
	7 Other investment income (describe.		_) 7	
	8a Gross amount from sales of assets other (A) Securities (E	B) Other		
MAY mezm	than inventory 8a			
ΣE				
5	c Gain or (loss) (attach schedule). d Net gain or (loss). Combine line 8c, columns (A) and (B)		80	
2	<ul> <li>9 Special events and activities (attach schedule). If any amount is from gaming, check here</li> </ul>	. ▶□	ou	
Ž	a Gross revenue (not including \$ of contributions	L1		
	reported on line 1b) . 9a			
)	b Less: direct expenses other than fundraising expenses 9b			
	c Net income or (loss) from special events. Subtract line 9b from line 9a		9c	
	10a Gross sales of inventory, less returns and allowances 10a			
	b Less: cost of goods sold 10b		1	
	c Gross profit or (loss) from sales of inventory (attach schedule) Subtract line 10b from line 10a		10 c	. <u></u>
	11 Other revenue (from Part VII, line 103)		11	
	12 Total revenue. Add lines 1e, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10d, and TL		12	420,024.
ε	13 Program services (from line 44, column (B))		13	267,316.
EXPENSES	14 Management and general (from line 44, column (C))		14	78,638.
E N	15 Fundraising (from line 44, column (D))		15	31,182.
S E	16 Payments to affiliates (attach schedule)		16	
S	17 Total expenses. Add lines 16 and 44, column (A)	·	17	377,136.
A	To Excess or (dencit) for the year, Subtract line 17 from line 12		18	42,888.
N S E E T T	19 Net assets or fund balances at beginning of year (from line 73, column (A))		19	274,847.
ŦĔ		SNT 1	20	-65,894.
5	21 Net assets or fund balances at end of year Combine lines 18, 19, and 20		21	251,841.

BAA For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

OMB No 1545 0047

2007

	3									1	
•	Form <b>990</b>	Pot	urn of Organi	zation Exempt F	rom	Inco	nmo Ta	v		OMB No 15	
			•	27, or 4947(a)(1) of the In				*		200	)7
			(except black lu	ing benefit trust or privat	te four	ndation	iue Coue i)			Open to I	Public
Dep Inter	artment of the Treasury rnal Revenue Service(77)	The organizat	ion may have to use	a copy of this return to s	atisfy	state r	eporting re	quirem	ents.	Inspec	
A	For the 2007 cale	id <u>ar year, or tax ye</u> a	ar beginning 9/0	01 , <b>2007</b>	, and e	ending	8/31		,	2008	
В	Check if applicable	Please use CDTTT		TONNE MUSEC COCI					-	ntification Number	r
	Address change	or print (44()]	TRANCAS PLACI	IONAL MUSIC SOCI F	LETI		ĺ		-3874 phone nu		
	Name change	See TARZA	NA, CA 91356	_				-		7-7756	
	Termination	specific Instruc- tions,							ounting lod:		X Accrual
	Amended return	uona.							Other (sp	<u> </u>	
	Application pendin		(3) organizations an	d 4947(a)(1) nonexempt		H and I	are not applic	able to se		organizations	
		charitable true (Form 990 or 9	sts must attach a con 990-EZ).	npleted Schedule A			Is this a group			. 🖵	X No
G	Web site: ► WWW	.CTMSFOLKMUS	•				If 'Yes,' enter i Are all affiliat			Yes	<b>□</b> No
J	Organization type				_		(If 'No,' attaci				
	(check only one)	► X 501(	(c) 3 < (insert	no ) 4947(a)(1) or	527		Is this a sepa				_
κ				porting organization and i		<u> </u>	organization o				X No
	gross receipts are organization choo	ses to file a return,	be sure to file a com	irn is not required, but if plete return.	the		Group Exe	<u> </u>		er  tion is not requi	
<del>.</del>	Gross receipts A	Id lines 6h 8h 9h	and 10b to line 12 ►	138 260			Check to attach Sch			), 990-EZ, or 990-	
				Net Assets or Fund	Bala						
<u></u>			similar amounts rec				1000			1017	
		s to donor advised			1a	3					
	<b>b</b> Direct public	support (not includ	led on line 1a)		16	2	12,	362.			
	c Indirect pub	ic support (not inclu	uded on line 1a)		10						
			its) (not included on I	,	10	<u>i</u>	76,	400.			
	e Total (add lines la through id)		88,762. noncash		<u> </u>				1e		<u>,762.</u>
		dues and assessm		and contracts (from Par	τνιι, Ι	line 93)	)		2	47	,029.
	- · · · · · · · · · · · · · · · · · ·		ary cash investments						4		261.
		nd interest from sec	-	,					5	1	,763.
	6a Gross rents				6a						
	b Less. rental	expenses			66						
	c Net rental ir	come or (loss). Sut	otract line 6b from lin	е ба					6c	<u> </u>	
R	7 Other invest	ment income (desci	ribe		-	1		)	7		
Ŭ E N U		nt from sales of ass	sets other	(A) Securities			(B) Other				
NU	than invento	ry r other basis and sa			8a 8b						
E	c Gain or (loss) (		lies expenses		80	1					
		•	e 8c, columns (A) and	1 (B)					8d		
	-			y amount is from gaming	g, cheo	ck here	• ►[	]			
		ue (not including	\$	of contributions	1 .	1					
	reported on			00	9a 9b	+	· ·				
			al events. Subtrase		50	<u> </u>			9c		
			etgring zongelowace		10a	l l		445.			
	I <b>b</b> Less, cost o	t acodis solid	1021		105			356.			
	c Gross profit or	loss) from sales of inver	norv (attach schedule) Su	btract line 10b from line 10a		STA	TEMENT	1	10c		89.
	11 Other reven	ue (from Part VI Pil							11		
			3, 4, 5, 6c, 7, 8d, 9c,	10c, and 11					12		,904.
Ê	-	vices (from line 44,							13		482.
X P E	-		i line 44, column (C))						14 15	14	<u>,150.</u> 180.
E N S E S	-	(from line 44, colun affiliates (attach so							15		100.
Ē	-	ses. Add lines 16 ar	-						17	143	3,812.
			Subtract line 17 from	n line 12					18		5,908.
A NS E T T		· ·		om line 73, column (A))					19		,682.
N S E E T T			fund balances (attac		SEE S	STATI	EMENT 2		20		5,466.
Ś				e lines 18, 19, and 20					21		308.
RA.	A For Privacy Act	and Panerwork Rec	Juction Act Notice s	ee the senarate instruction	onc		π.		12/27/0	Eorm 0	90 (2007)

SCANNED FEB 0 2 2009

	) Return of Organization Exempt From Income			2008
	Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (ex lung benefit trust or private foundation)	cept blac	ĸ	Open to Public
Department of th Internal Revenue	Treasury	nting requi	irements.	Inspection
A For the	008 calendar year, or tax year beginning , 2008, and en	nding		, 20
B Check if applicable:	Please C Name of organization, number and street, city, town, state, and ZIP code	D Emplo	yer identific	cation number
Address cha			95-435	
Name chang	type.	- •	none numbe	
Initial return	See PRODUCTIONS INC			51-8838
Termination	Instruc- JIOO LANKERSHIM BLVD	G Gross receipts		10982
Amended re Application			this a group	
pending	F Name and address of principal officer. STEVEN L BOORTZ ESQ		raffiliates?	Yes 🏻
I Tax-exem	SAME         AS         C         ABOVE           xt status.         X         501(c)(3) ◀ (insert no.)         4947(a)(1) or         527	` If"	e all affiliates inc "No", attach a lis	
	t status. X 501(c)(3) ◀ (insert no.)   4947(a)(1) or   527		e instructions)	
J Website: K Type of organ	Zation: X Corporation Trust Association Other ► L. Year of for		91 Mis	ate of legal domole: C
Part I	zation: X Corporation   Trust   Association   Other ▶ L Year of for Summary	mation 19		
	afly describe the organization's mission or most significant activities.			
	N-PROFIT THEATER			
Activities & Governance 9 2 7 7 2 7		··		
<b>5</b> 2 <del>a</del>	eck this box 🕨 🔰 if the organization discontinued its operations or disposed of more that	n 25% of i	ts assets.	
0 3 N	mber of voting members of the governing body (Part VI, line 1a)		3	3
80 4 Ni	mber of independent voting members of the governing body (Part VI, line 1b)		4	3
8 2 5 To	al number of employees (Part V, line 2a)		. 5	
5 5 6 To	al number of volunteers (estimate if necessary)		. 6	97
₹   7a To	al gross unrelated business revenue from Part VIII, line 12, column (C)		. 7a	
	unrelated business taxable income from Form 990-T, line 34		. 7b	
		Prior Y		Current Year
<b>8</b> C	ntributions and grants (Part VIII, line 1h)		0722.	5083
9 Pr 9 Pr	gram service revenue (Part VIII, line 2g)	5	9483.	5899
δ 10 Iπ	estment income (Part VIII, column (A), lines 3, 4, and 7d)		3.	
ື   11 O	er revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)			
12 To	al revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	12	0208.	10982
	ants and similar amounts paid (Part IX, column (A), lines 1-3)			
	nefits paid to or for members (Part IX, column (A), line 4)			
g 15 Se	anes, other compensation, employee benefits (Part IX, column (A), lines 5-10)			
2   16a Pr	fessional fundraising fees (Part IX column (A), line 11e)	5		<u></u>
61	al fundraising expenses, (Part 🛪 bour fr(b)/ [re[26) ► 4233.	1 /	0810.	12039
-   17 U	er expenses (Part IX, obterin (A), lines 11a-11d, 11f-24f)		0810.	12039
	al expenses - Add lines 13-17 (must could Part IX, column (A), line 25)		0602.	-1056
	venue less expenses. Subtract line 18 from time 12	eginning		
ь 8			5016.	<b>End of Year</b> 5444
ñ 21 ~ −	al assets (Part X, line 16) UGDEN, U	0	<u> </u>	
	al liabilities (Part X, line 26)	6	5016.	5444
# 21 - · · ·		0	20201	
2 22 Ne	Signature Block		t of my knowled	
§ ∰ 21 To	Signature Block	nawmenes		-
2 22 Ne	Under penalties ef perjury, indeclare that I have examined this return, including accompanying schedules and statements, a		any knowledge	
2 22 Ne			any knowledge.	
Part II	Under penalties ef perjury, indeclare that I have examined this return, including accompanying schedules and statements, a		any knowledge. 5	115/09
Sign	Under penelties et perjury, Heindare that I have examined this return, including accompanying schedules and statements, a anarbelief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which p		any knowledge 5 Date	115/09
Part II	Under penalties et perjury, Heidare that I have examined this return, including accompanying schedules and statements, a anatochef, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which p and the statement of the statement of the statement of the statement of the statements of the statements of the statements of the statements of the statement of th		5	115/09
Sign	Under penetities of perjury, Heindare that I have examined this return, including accompanying schedules and statements, a anatoelief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which p and Guide Signature of officer TAYLOR GILBERT SECRETARY		Date 7	115/09
Sign Here	Under peneties ef perjury, Heidare that I have examined this return, including accompanying schedules and statements, a anatosilet, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which p Signature of officer TAYLOR GILBERT SECRETARY Type or print name and title Preparer's Advice that the second statements of the second statement statement statements of the second statements of the second statements of the second statements of the second statement statement statements of the second statement statement statements of the second statement statement statement statement statement statements of the second statement stateme	preparer has a	Date	rerer's identifying number
Sign	Under peneties ef perjury, Heidare that I have examined this return, including accompanying schedules and statements, a anatoelief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which p Signature of officer TAYLOR GILBERT Type or print name and title Preparer's Date Ct		Date 7	refers identifying number instructions) 00085368
Sign Here Paid	Under peneties of perjury, Heidare that I have examined this return, including accompanying schedules and statements, as anatoelief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which p Signature of officer TAYLOR GILBERT Type or print name and title Preparer's signature Firms name (or yours JANE DEVINE CPA	heck if	Date Prep (SSSE PO	0085368
Sign Here Paid Preparer's	Under peneties ef perjury, Heidare that I have examined this return, including accompanying schedules and statements, a anatoelist, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which p Signature of officer TAYLOR GILBERT Type or print name and title Preparer's signature Date 05/15/2009	neck if af- rployed ▶	Date Prep (SSSE PO	instructions)

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US990\$\$1 Rev 1

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	•	<b>990</b>										OMB No	1545-0047
•	Form •				f Organizat tion 501(c), 527, ccept black lung		•					20	800
Depa	artment of nal Reven	the Treasury			on may have to use a						Ope	n to Pul	blic Inspection
			dar year,	or tax year beg		copy of this retain		and endin		30		, 2009	
	Check if a						<u> </u>		<u> </u>	D Employ			umber
	Addr	ess change	Please use IRS label or print	FRIENDS O	F MCGROART	Y CULTURAI	ARTS	S			<u>3762</u>		<u> </u>
	H-I	e change	or type. See	CENTER	OARTY TERRA	ACE				E Telepho			F
		al return	specific Instruc- tions.		CA 91042-20					(81	8) 33	2-528	<u> </u>
	H	nded return								G Gross r	eceipts S	\$	260,052.
	Appl	ication pending	F Name a	and address of princi	pal officer CLAI	RE KNOWLT	ON			a group retur		liates?	Yes X No
<u> </u>					TERRACE TU.				•••	I affiliates incl ' attach a list		tructions)	Yes No
+		xempt statu site: ► WW			(insert no ) CENTER.ORG	4947(a)(1)	) or	527	We) Crewe				
<u>к</u>		organization	Corpor			Other P	LY	ear of Format		exemption nu		egal domic	
	irt I	Summa							_				
					sion or most sigi								
nce					AND_FREE_MU _2PRODUCI								
erna					AT_REACH_OV								***
Activities & Governance		heck this bo			ion discontinued		or dispo	sed of mo	re than 2	25% of its	assets		15
8 8					erning body (Par ers of the governi		VI, line	1b)			4		15
vitie	5 To	otal number	of emplo	yees (Part V, II	ne 2a)						5		12
Acti				eers (estimate	if necessary) e from Part VIII,	line 12 columi	1 (C)				6 7a		<u>65</u> 0.
		-			e from Form 990						7b		0.
									F	Prior Year		Cur	rrent Year
en				its (Part VIII, In						<u> </u>			<u>110,395.</u> 117,698.
Revenue				ue (Part VIII, Iır art VIII, column	ie ∠g) (A), lines 3, 4, a	nd 7d).				135,0	13.		-199.
Re	11 0	ther revenue	e (Part VI	III, column (A),	lines 5, 6d, 8c, 9	c, 10c, and 11e				24,6	570.		31,959.
					1 (must equal Pa		(A), lın	e 12)		214,9	965.		259,853.
					t IX, column (A), IX, column (A), l	•							
					ee benefits (Part		), lines {	5-10)		83,2	13.		103,429.
Expenses	16a P	rofessional i	fundraısın	ig fees (Part IX,	column (A), line	e 11e)				7,4	10.		5,700.
≣xpe	b To	otal fundrais	sing expe	nses (Part IX, c	olumn (D), line 2	5) ►		7,903.	, ,	·	*	·	· * · · · · · · · · · · · · · · · · · ·
-					lines 11a-11d, 11					122,7		•	129,803.
				ا م م	t equal Part IX, o 18 from line 12	olumn (A), line	: 25)			<u>213,3</u> 1,5			<u>238,932</u> . 20,921.
58									Beai	nning of Y		Ene	d of Year
Net Assets or Fund Balancos	20 की 20 की	otal assets (	Part X, Ii	ne 😽						25,0			46,492.
Let A									. <u> </u>		0.		568.
Pa	22 N	et assets of Signati	ind bala	Inces Bubtract	line 21 from line	20				25,0	03.		45,924.
[14	<u>, , , , , , , , , , , , , , , , , , , </u>				examined this return, arer (other than officer)	Including accompany	/ing sched	ules and state	ements, and	to the best o	f my kno	wledge and	d belief, it is
		true, correct, a	nd complete	Declaration of prepa	arer (other than officer)	) is based on all info	rmation of	f which prepa	rer has any	_			
Sig Hei			- / L						D:	ate	de c	1/0	9
			RE KNOU	WI.TON						UTIVE I	OTRE	TOR	
			int name and										
<b>D</b> _:	<b>ب</b>			/	$\mathcal{O}$	,	Da	ite		heck if elf-	Pre (Se	eparer's ide e instructio	entifying number ons)
Pai Pre		Preparer's signature		CLEMENT (	Vlan	- A	C	7/20/0	<b>99</b>   <sup>e</sup>	mployed Maintain	X	/A	
	er's	Firm's name (o			OCIATES, C	n /] PA		<u>IIW [ C</u>	′ <b>≁</b> _+			/ 11	
Us On	lv İ	yours if self- employed),	▶ 293		AVENUE SU	ITE 200			E	IN ► N	<u>/A</u>		
		address, and ZIP + 4		CRESCENTA,					P	hone no 🕨	(818	3) 249-	
					er shown above? n Act Notice, see			ons		TEEA0112L	12/22/	X Ye	es   No orm 990 (2008)
54		vucy Act a	ma rapel		- ACL HUILE, 366	. the Separate h		110					
							1	U'u					

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 Form	990
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## Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

2 8 **Open to Public** 

ane

OMB No. 1545-0047

i the ineasury		international contraction of the second seco	
Sanuan	• •	The organization may have to use a copy of this return to satisfy state reporting requirement	s.
COD CIDE AICE		The eigenbullen may have to dob a copy of the retent to comery energy requirements	- 1

		the Treasun	′ <b>  ►</b> 1	The organization	may have to u	use a copy of	f this return	to satis	fy state re	porting reg	uirements.	Inspection
Ā	For the	e 2008 ca	lendar	year, or tax yea	r beginning	Januar	y1 ,	2008, a	nd ending	Decer	nber 31	, 20 08
в	Check if a	oplicable	Please	C Name of organi	zation SINER	GIA Theatr	e Group/C	Grupo d	le Teatro	SINERGI	D Emplo	yer Identification number
_	Address		use (RS label or	Doing Business		••	<u> </u>				95	4328706
	Name ch	-	print or type.	Number and street	t (or P.O. box if ma	ail is not delivered	d to street add	ress)	Room/suite	θ.	E Teleph	one number
	initial ret	um	See Specific	2332 W 4th S			٠	· · · · ·		, 1	(213)	382-8133
	Terminat	юn	instruc-	City or town, st	-			•			. <b>*</b>	
	Amende	d return	tions.	Los Angeles,						<del></del>	G Gross r	ceipts \$ 204,984
	Applicatio	n pending		ne and address of			er			H(a) Is this	s a group return	n for affiliates? 🗌 Yes 🛛 🗹 N
_	<u>.</u>			Park View, Lo			, 	·		1		included? 🖸 Yes 🔲 N
4				501(c) (. 3 )◀ (inse	rt no.) 🔟 49	47(a)(1) or	527 -					list (see instructions)
<u>1</u>				otheater.org	· .	4L ►		Vor	of formation		exemption nu	nber ► f legal domicile: CA
		Summ				ther 🕨			UI TORMALION	<u>1990 יי</u>	I M State U	
					• • • • • • •	<u>.</u>						
	1 1	Serve th	e Latir	the organization	with profes	or most sig	nincant a qual play	s (Engl	ish/Span	ish), focus	sing on t	he problems and
60	-			onfronting ou								
1ar				present their								
Governance				if the organization			ions or disp	osed of a	more than a	25% of its a	ssets.	
				ng members of		-	•				3	6
Activitles &				pendent voting	-			•	l, line 1b)		4	&
ivit	5	Total nur	nber of	f employees (Pa	art V, line 2a	)		· · ·			5	0
Act	6	Total nur	nber of	f volunteers (es	timate if neo	essary) .				•• •••	. 6	64
				elated business							. 7a	0
	<u>  b</u>	Net unre	ated b	usiness taxable	e income froi	n Form 990	-T, line 34	4 <u></u> .	· · · · ·		. 7b	
				-		· .	1			Prior Y		Current Year
9				nd grants (Part			•		· ·		45500	37750
Revenue		-		e revenue (Part			· · ·		· · }	·····	176346	167234
Å				ome (Part VIII, c Part VIII, colum				 d 110)	· · · }			
				add lines 8 throu					12)		221846	204984
				ilar amounts pa								
				or for membe	•		-	• • •	· · -			
ses				ompensation, en			-	), lines 5	⊢10) [		132,096	117,499
Expenses				draising fees (P								
ă				g expenses (Par						<u> </u>		
	17 (	Other ex	penses	(Part IX, colun	nn (A), lines	11a-11d, 1	f-24f) Ŗi	ECE	IVED		82,828	86,720
	18	Total exp	enses.	. Add lines 13-	17 (must eq	ual Part IX,				1 ( )/	214,924	204,219
	19	Revenue	less ex	penses. Subtrac	ct line 18 from	n line 12	<u>8</u> .₩	AY 7 0	- innini-		6,922	76
Assets or Balances				٠		•		- 1 L C	5 2009	Beginning		End of Year
lese Rala	20		•	art X, line 16) .							37299	38064
Net			•	Part X, line 26) and balances. S			00	SDEP	۶,∙UT–			2006/
	art II			Block	Subtract Inte	21 110111 111	920.	<u> </u>			37299	38064
					nat I have exem	ned this return	including ad	company	na schedul	es and staten	nents, and t	o the best of my knowledge
												reparer has any knowledge
Si	n						•			(	25/12	12001
	ere	Sign	ature of	officer			_ 1			Dar		
			P	JOPN .	Smav	1204.	7-00	asu	rer			
		Туре	or plint	name and title		<u> </u>	l.					
		Preparer		<b>.</b> .	-			Date	Che	ick if		identifying number
	đ	signature						) I.c		oloyed 🕨 🗌	(see instruc	(1013)
Pai		1						1	1.		I	
_ `	parer's							L				
Pre	-	Firm's na	ployed),		· · · · · · · · · · · · · · · · · · ·		•	l	: •	EIN	•	
Pre Use	parer's Only	If self-err address,	ployed), and ZIP	+ 4	· · · · · · · · · · · · · · · · · · ·			·····	: • 	EIN Phone r	► no. ► (	)
Pre Use <u>Ma</u>	parer's e Only ny the	if self-err address, IRS disci	ployed), and ZIP uss this								► no. ► ( 	) . Yes No Form <b>990</b> (2001

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