



City of Dallas

Allocations Committee

**Arts and Culture Advisory Commission
June 6, 2024**

Office of Arts and Culture
City of Dallas

Agenda



- ArtsActivate 2025: Round 1 Preview
- CAP 2024-25
 - High level updates
- COP 2024-25
 - Revenue Trends – Gains and Losses
 - Changes in Tiers and Funding Caps
 - Panel Q&A: General Trends
- Staff Updates



- ArtsActivate is an annual, three-round funding program to support art projects across Dallas.
- Individual artists may receive up to \$8K per project, and 501 c3 organizations may receive up to \$16K per project based on organization revenue.
- “Preview” email for ArtsActivate will be sent towards the middle of June, but the website is updated now.
- Bilingual marketing materials will be available, as well as a Spanish application, Spanish guidelines, and bilingual office hours/info sessions.

ArtsActivate 2025 Round 1



Timeline

- June 27 from 6:00pm-7:00pm – In-Person Information Session at Pleasant Grove Library
- **July 3 – Application Opens**
- July 3 from 6:00pm-7:00pm – “Opening Day” In-Person Information Session at LCC
- July 9 from 12:00pm- 1:00pm* – In-person Bilingual Information Session at Bachman Lake Together
- July 11 from 12:00pm-1:00pm – Bilingual Virtual Information Session
- July 11 from 6:00pm- 7:00pm – Virtual Info Session
- July 13 from 11:00am-12:00pm – In Person Information Session at BHCC
- July 23 from 12:00pm-1:00pm – Bilingual Virtual Open Office Hours
- July 27 from 12:00pm-1:00pm – Virtual Open Office Hours
- **July 29 – Application Closes**



*Confirming availability

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FY24-25 CAP Applications Overview



Applicants	#
Total Applicants	81
Current Applicants	55
New Applicants	24
Returning Applicants (Previously on Roster)	2
Current Applicants Who Did Not Reapply	10
Adam Douglas	
Amy Bruton Bluemel	
Arga Nova (Beckles Dancing Company)	
Jazz Becuzz	
Jessica Bell	
LaRay Guerrero (Indigenous Ace)	
Jose Nelson Cruhigger	
Sandra Gipson	
Tiara Unique Francois	
Wendi Valladares Quiñónez	



FY24-25 CAP Applications Overview



Application Touchpoints (Reminders)	
CAP New Application Date Notification	December 3, 2023
CAP Update Email Reminder	April 3, 2024
CAP Applications Open Email	May 1, 2024
CAP Application Gentle Reminder	May 20, 2024
CAP Application Reminder	May 22, 2024
Reminder sent for unsubmitted applications	May 24, 2024

Contact Compliance Update
Previous year's contact = 3-4 via virtual info session
Current year's contact = 19 contact meetings hosted
Contact Compliance Score = 10 points



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Review: Cultural Organizations Program



- The COP is used to annually contract cultural services with established nonprofit cultural organizations.
- Eligibility includes:
 - At least \$100K in annual revenue
 - At least 3 years' 501c3 status in good standing
 - At least 1 staff member paid through W2
 - Dallas (non-P.O. box) location, with >50% programming located in Dallas
- Typically, organizations are awarded funding as a percentage of revenue (either last year or 3-year-average). Last year, Allocations also instituted a “minimum” for each tier, as a percentage of revenue.



Review: COP Selection Process



March through October, 2024



58 Total Applications: 7 New Applicants



- Tier 1: Pegasus Media Project*^
- Tier 2: Art House Dallas
- Tier 3: Artist Outreach*, Young Leaders Strong City^
- Tier 4: Dallas Contemporary; Deep Vellum Publishing*#
- Tier 5: Nasher Sculpture Center*
- Tier 6: n/a

* Indicates previous OAC funding awardee through ArtsActivate

Indicates previous OAC funding awardee through COP

^ Indicates ALAANA organization



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Overall Applicant Revenue Trends



- 58 Eligible Applications
 - 31% ALAANA organizations (18 applications)
 - 69% Non-ALAANA organizations (40 applications)
- On average, COP organizations experienced a 12% increase in year-over-year revenue*
 - ALAANA organizations
 - Averaged an increase of 28%
 - Median was an increase of 9%
 - Non-ALAANA organizations
 - Averaged an increase of 4%
 - Median was an increase of 3%
 - Overall median was an increase of 5%

*Please note:

- OAC always asks for the latest 990 filed as of 4/15 of the COP application year. Ideally, “last year” would be 2023, and “previous year” would be 2022.
- However, many organizations ask for extensions or file later in the year.
- So, for some organizations, “last year” is 2023, and “previous year” as 2022. For others, “last year” is 2022, and the “previous year” is 2021. For a few others, “last year” is 2021, and the “previous year” is 2020.



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Recall: Panel Tier v. Funding Caps



A Panel Tier determines the organizations read by the same panelists, while a Funding Cap determines the most in funding that an organization can receive.

Two organizations in the same Tier could be eligible for significantly different funding amounts, especially in Tiers 4, 5, and 6.

Revenue	\$100K - \$250K	\$250K - \$500K	\$500K - \$1M	\$1M - \$3M	\$3M - \$5M	\$5M - \$10M	\$10M - \$15M	\$15M+
Funding Cap	30% of revenue	\$75,000 + 25% of revenue over \$250K	\$137,500 + 20% of revenue over \$500K	\$237,500 + 15% of revenue over \$1M	\$537,500 + 10% of revenue over \$3M	\$737,500 + 5% of revenue over \$5M	\$987,500 + 1% of revenue over \$10M	\$1,037,500 + 0.5% of revenue over \$15M
2023-24 Panel Tier	Tier 1	Tier 2	Tier 3	Tier 4 (\$1M - \$5M)		Tier 5 (\$5M+)		
# of 23-24 Applicants	13	10	11	13		8		
2024-25 Panel Tier	Tier 1	Tier 2	Tier 3	Tier 4 (\$1M - \$3M)	Tier 5 (\$3M - \$10M)		Tier 6 (\$10M+)	
# of 24-25 Applicants	15	9	11	11	7		5	



Notable Funding Cap Changes



- A funding “cap” has to do with revenue, *not* peer groups. It is the maximum amount we are allowed to award, based on revenue.
- Three organizations’ “caps” are currently lower than the amount they received last year.
 - We are working with these organizations to determine if these are their final 990 amounts.
 - If this is the case, we will notify these organizations of potential funding decreases in advance.
- Recall: Funding caps represent **possibilities**, not final amounts

Organization	Current Tier	Prior Year CALCULATED Revenue	Current Year CALCULATED Revenue ⁺	Funding 23-24 (ACTUAL)	Funding Cap 24-25	Potential Change in \$
Fine Arts Chamber Players+^	1	\$182,244	\$158,389	\$53,171	\$47,516.90	-\$5,654.10
Teatro Dallas*+	1	\$322,399	\$274,151	\$92,166	\$81,037.75	-\$11,128.25
USA Film Festival+	1	\$265,735	\$264,071	\$78,934	\$78,517.75	-\$416.25

*ALAANA Organizations

+ 3-year average used rather than current year revenue (used if average was greater than revenue)

^Organizations received a decrease in funding from 2022-23 than 2021-22



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COP Panels, May 14 - 20



- Representatives from 58 applicant organizations attended individual, 10-minute Q&A sessions. All organizations attended virtually.
- OAC selected 28 panelists. Each panelist was assigned between 9 – 15 applications to review. 26 panelists completed their reviews. 1 panelist score was released due to conflicts of interest.
- Each panel met from 1-5 p.m. Reviewers who could not attend at their assigned time submitted questions in advance for OAC staff to ask on their behalf.
- All panels had >50% of ALAANA representation, and all received at least 5 scores.
 - Tier 1: 4 panelists in person, 1 submitted scores and questions ahead
 - Tier 2: 5 panelists in person
 - Tier 3: 3 panelists in person, 2 submitted scores and questions ahead
 - Tier 4: 5 panelists in person
 - Tier 5 & 6: 5 panelists in person



COP Panels, May 14 - 20



- Sessions were recorded for panelists unable to attend. Links will be emailed to Commissioners this week.
 - *Note: Missing recordings from 3 organizations (The Flame Foundation, Fine Arts Chamber Players, and Avant Chamber Ballet), due to technical problems with recording. However, these organizations received the full 10 minute Q&A, and do have full written comments to share back.*
- At conclusion of funding cycle, all applicant organizations will receive average scores for each section, feedback from panelists, and an optional, 30-minute conversation with staff about suggestions for next year, based on panelist and administrative comments.
- Special thank you to Commissioner Trizila for attending two full days – we appreciate you!



COP Panels, Missing Applicant (1/2)



- One of our Tier 1 organizations, Flamenco Fever, did not attend their Q&A session.
- The Q&A dates are all published in the COP Guidelines. They were also sent an email reminder on May 2nd, and a second reminder with their personal time on May 7th.
- When Flamenco Fever did not arrive, the OAC reached out by phone, text, and email to ask the organization to reschedule during a panelist break. However, the organization could not be reached until the end of the day.
- Flamenco Fever has apologized for missing the Q&A session and their emails and let us know of additional staff to contact in the future.
- Staff considered two options for moving forward:
 - **Option 1:** Move organization ahead with their panel scores, as they stand.
 - **Option 2:** Remove Flamenco Fever from the COP 2025 process due to an incomplete application.
- **Martine, Glenn, and Julia recommend Option 1.** However, we also hope to hear your input as we make our final decision.



COP Panels, Missing Applicant (2/2)



- **Organizational background:**

- Flamenco Fever is a Tier 1, ALAANA organization with two staff members.
- Flamenco Fever's busiest season of the year is in May, and is also applying to the CAP program. On the day of Q&A, they were completing television interviews.
- Flamenco Fever joined COP in 2024, but significantly delayed executing their contract.
 - In October, Flamenco Fever missed five opportunities for mandatory orientation. (One was scheduled specifically for them, after staff missed make-up options.)
 - The contract was not fully executed until late May, due to Flamenco Fever's delay to obtain insurance required by the City for this program. All other contracts were executed by February.

- **Q&A Context:**

- The Q&A session has been a mandatory part of the COP program since its inception in 2018. Since COVID, this opportunity has been made virtual for applicants to lower the barrier to entry in a busy spring season.
- The Q&A offers panelists a chance to ask questions about key details that may be left out of an extensive application. The answers sometimes impact panel scores.



COP Panel Schedule (12 – 5 p.m., all days)



Tier 1: May 14 (15 orgs)	Tier 2: May 15 (9 orgs)	Tier 3: May 16 (11 orgs)	Tier 4: May 17 (11 orgs)	Tiers 5&6: May 20 (12 orgs)
Anita N. Martinez Ballet Folklorico	Art House Dallas	The Artist Outreach	Cara Mía Theatre Company	Dallas Black Dance Theatre
Arts Mission Oak Cliff	Avant Chamber Ballet	Creative Arts Center of Dallas	Dallas Contemporary	Dallas Children's Theater
Artstillery	Ballet North Texas	Dallas Winds	Dallas Historical Society	Dallas Holocaust and Human Rights Museum
Color Me Empowered	Dallas Chamber Symphony	Foundation for African American Art	Deep Vellum Publishing, Inc.	Dallas Theater Center
Fine Arts Chamber Players	Kitchen Dog Theater Company	Greater Dallas Youth Orchestra	Forest Forward	Nasher Sculpture Center
Flamenco Fever	Orchestra of New Spain	OutLoud Dallas	Junior Players Guild	The Black Academy of Arts and Letters, Inc.
Orpheus Chamber Singers	Teatro Dallas	Sammons Center for the Arts	Shakespeare Festival of Dallas	The Sixth Floor Museum at Dealey Plaza
Pegasus Media Project	Texas Winds Musical Outreach, Inc.	Theatre Three, Inc.	Bishop Arts Theatre Center	Big Thought
Premier Lone Star Wind Orchestra	USA Film Festival	Undermain Theatre	TITAS	Dallas Museum of Art
Second Thought Theatre		Uptown Players, Inc.	The Bruce Wood Dance Co., Inc.	Dallas Opera
Soul Rep Theatre Company		Young Leaders Strong City	Turtle Creek Chorale, Inc.	Dallas Symphony Association, Inc.
The Bandan Koro Experience				Perot Museum of Nature and Science
The Flame Foundation				
The Writer's Garret				
Verdigris Ensemble				



How we prepared organizations for Q&A



- Everyone was sent an email with their assigned time as well as “top tips.” These included:
 - More people do not equal more points. **While organizations should be represented by principal individuals, two to three are often plenty;** having more folks in the room who need to talk means that panelists can ask fewer questions.
 - **Please be familiar with your application.** Panelists will ask questions based on your application and their rubric. While you may follow up with panelists if there are questions that you are unable to answer in the time given, we recommend knowing all programs referenced in your application.
 - Panelists often ask questions about access, impact, and public benefit since these are given the most weight in their rubric. Be ready to discuss your organization’s **outreach to the community**, the **impact of your work in the Dallas area and beyond**, and **programs that you’re excited about in the new year**, especially if they are new!



Overall Q&A Themes



- How well are you reaching out to marginalized communities?
 - A: Many organizations have stretched their efforts to make sure people from these communities feel heard, valued and included. Many expressed they have discounted ticket sales or given free tickets, or that they're telling stories of people from different backgrounds and they're diversifying or creating new content.
 - A: However, panelists also were listening for long-term engagement with marginalized, not just around giving free tickets, but going out to workshops, teaching classes, etc. While many organizations have this, many do not.
- What is your strategy to diversify audiences? How are you marketing these events to diverse communities?
 - A: Some organizations are partnering together to diversify and expand their outreach.
- How are you sustaining local artists?
 - A: In general, organizations are promoting working with Dallas artists by connecting them to opportunities through partnerships, performances and exhibitions.
- How is your organization supporting themselves financially (especially organizations with a deficit)?
 - A: Many organizations have smaller headcounts due to what they can afford currently. They are also are relying on funding from donations, sponsorships, and revenue from events and activities.
- Have you considered working with DISD students? What schools are you currently working with?
 - A: Majority of the groups are currently working with DISD schools or have plans to through partnerships. However, most already partner with Booker T Washington, which several panels felt did not accurately represent the full DISD community.



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Allocations Calendar



- July 4: Allocations Meeting (*move to following week?*)
 - *Suggested dates: Tuesday, July 9th; or **Wednesday, July 10th***
- August 1: Allocations Meeting
- September 5: Allocations Meeting



Appendix



- Significant losses and gains by 990 reported revenue for COP 2025
- Provisional applications for COP 2025



Significant Growth and Loss Explanation



- These growth and loss reflections are points in time, reflected on 990's. However, this is a backward-looking statement used as a *tool* to explain the health of the arts ecosystem. **It should not be used to explain current changes for specific organizations.**
- How it works:
 - OAC always asks for the latest 990 filed as of 4/15 of the COP application year. Ideally, “last year” would be 2023, and “previous year” would be 2022.
 - However, many organizations ask for extensions or file later in the year, based on the end of their own fiscal years that may not line up with the City's calendar.
 - So, for some organizations, we are looking at “last year” as 2023, and “previous year” as 2022. For others, “last year” is 2022, and the “previous year” is 2021. For a few others, “last year” is 2021, and the “previous year” is 2020.

Fiscal Years Compared	Color Key
2020 (990) - 2021 (990)	
2021 (990) - 2022 (990)	
2022 (990) -2023 (990)	

- This is a snapshot in time meant to help explain revenue changes we're seeing reflected in revenues for this application cycle, **NOT an exact apples-to-apples comparison of organizations at the same time.**



Significant Growth during the last fiscal year (1/2)



	Prior Year's 990 Revenue	Last Year's 990 Revenue	% Change
The Black Academy of Arts and Letters, Inc.*	\$1,114,898	\$3,269,648.00	193.26%
OUTloud Dallas	\$258,973	\$522,692.00	101.83%
Turtle Creek Chorale, Inc.	\$714,312	\$1,421,140.00	98.95%
Pegasus Media Project*	\$64,097	\$119,334.00	86.18%
Dallas Museum of Art	\$26,890,508	\$50,059,410.00	86.16%
Artstillery*	\$124,971	\$202,962.00	62.41%
The Flame Foundation*	\$165,907	\$247,222.00	49.01%
Premier Lone Star Wind Orchestra	\$238,992	\$354,779.00	48.45%
Theatre Three, Inc.	\$553,274	\$755,386.00	36.53%
Color Me Empowered	\$110,932	\$150,050.00	35.26%
Cara Mia Theatre Company*	\$979,104	\$1,306,367.00	33.42%
The Bandan Koro Experience*	\$132,556	\$176,475.00	33.13%



24 organizations with 10%+ revenue increase

*ALAANA Organizations

Significant Growth during the last fiscal year (2/2)



	Prior Year's Revenue	Last Year's Revenue	% Change
Flamenco Fever*	\$134,257	\$177,350.00	32.10%
Orpheus Chamber Singers	\$177,729	\$228,095.00	28.34%
Perot Museum of Nature and Science	\$23,318,675	\$29,685,302.00	27.30%
Sammons Center for the Arts	\$820,044	\$1,021,406.00	24.56%
The Bruce Wood Dance Co.	\$897,962	\$1,114,352.00	24.10%
Dallas Chamber Symphony	\$498,510	\$609,458.00	22.26%
Young Leaders Strong City*	\$462,782	\$563,837.00	21.84%
Creative Arts Center of Dallas	\$730,284	\$874,494.00	19.75%
The Artist Outreach	\$499,121	\$577,683.00	15.74%
Second Thought Theatre	\$175,527	\$200,559.00	14.26%
Dallas Children's Theater	\$3,562,321	\$4,045,834.00	13.57%
Undermain Theatre	\$628,676	\$696,120.00	10.73%

24

organizations with 10%+ revenue increase

*ALAANA Organizations



Significant Losses in the last fiscal year (1/2)



	Prior Year's Revenue	Last Year's Revenue	% Change
The Dallas Opera	\$15,005,584	\$12,779,809.00	-14.83%
Dallas Symphony Association, Inc.	\$50,872,025	\$42,846,822	-15.78%
Teatro Dallas*	\$328,663	\$274,151.00	-16.59%
TeCo Theatrical Productions, Inc. dba Bishop Arts Theatre Center *	\$1,404,944	\$1,168,092.00	-16.86%
Texas Winds Musical Outreach, Inc.	\$572,599	\$470,900.00	-17.76%
Dallas Wind Symphony dba Dallas Winds	\$1,164,488	\$901,001.00	-22.63%
Dallas Holocaust and Human Rights Museum	\$7,245,940	\$5,589,825.00	-22.86%

*ALAANA Organizations

14 organizations with 10% decrease in revenue or more



Significant Losses in the last fiscal year (2/2)



	Prior Year's Revenue	Last Year's Revenue	% Change
Shakespeare Festival of Dallas	\$1,315,662	\$920,510.00	-30.03%
Uptown Players, Inc.	\$1,182,628	\$809,655.00	-31.54%
Kitchen Dog Theater Company	\$434,771	\$297,023.00	-31.68%
Nasher Sculpture Center	\$11,192,015	\$7,253,094.00	-35.19%
Dallas Historical Society	\$1,532,505	\$807,604.00	-47.30%
Art House Dallas	\$976,375	\$198,934.00	-79.63%
Verdigris Ensemble	\$374,143	\$74,408.00	-80.11%

*ALAANA Organizations

14 organizations with 10% decrease in revenue or more



Provisional Applicants



- COP Guidelines require at least one W2 employee.
 - The following returning organizations do not currently have a W2 employee on staff, but have agreed to do so by September 30, 2024: **Orchestra of New Spain**
- OAC asked for follow-up on May 21, 2024, as this was a requirement for this year by April 15, 2024.



Provisional Applicants



Do you currently have at least one paid full- or part-time W-2 employee, with the intent that this position will be retained throughout the duration of the 12-month contract period (October 1, 2023 - September 30, 2024)? If not, do you have plans to hire a W-2 employee by October 1, 2024? *

- ☐ Yes - currently have at least one W-2 employee
- ☒ No - but plan to hire at least one W-2 employee by October 1 of this year
- ☐ No - there is no current W-2 employee and there are no plans to hire one

Having at least one full or part-time employee paid through a W2 will be a requirement to receive funding in the FY 2024-25 year. Please check "yes" that you acknowledge this criteria.

- ☒ Yes, I understand this criteria.
- ☐ No, our organization will not be able to meet this criteria.



Provisional Applicants



- COP Guidelines require a safe workplace policy approved by the board.
 - The following new organization acknowledged that they do have one, but did not provide it: **Young Leaders Strong City**
- OAC will follow up with this organization for a copy or ask that the organization publish one by October 1, 2024 (if selected for a funding award).

