



# Office of Cultural Affairs

## CITY OF DALLAS

### CITY OF DALLAS OFFICE OF CULTURAL AFFAIRS 2010-2011 CULTURAL ORGANIZATION PROGRAM GUIDELINES

#### General Information

##### Introduction

The City of Dallas Office of Cultural Affairs (OCA) has established a cultural system that ensures that all Dallas citizens and visitors have an opportunity to experience the finest in arts and culture. One of the City's primary roles within this system is to contract for cultural services through partnerships with non profit cultural organizations to leverage private support for an array of cultural programs.

This document contains guidelines, deadlines and application instructions for the Cultural Organizations Program (COP) managed by the Office of Cultural Affairs (OCA) for fiscal year 2010-2011. This section provides a brief summary of the program and contact information for appropriate OCA staff. Please refer to the appropriate sections of this guide for more detailed information for the program.

##### Cultural Services Funding Programs

The City's goal is that all residents and visitors have the opportunity to enjoy high quality arts and cultural offerings.

All organizations performing cultural services for the City must develop, implement, and maintain affirmative operating policies that include measurable goals for the ethnic diversification of staff, board, contractors, services and programs. The achievements and goals of the organization may be monitored and evaluated by the Office of Cultural Affairs and taken into consideration in the funding process. Cultural services are awarded on a competitive basis through the following program:

##### Cultural Organization Program (COP)

The Cultural Organization Program provides funding to established non-profit cultural/arts organizations for operational costs for the full range of an organization's services to the public for one year. In FY09-10 over \$3 million was distributed to various Dallas non-profit cultural/arts organizations for year- round operating support for Dallas based cultural activities. In addition,

nearly \$5.1 million was invested to operate city-owned facilities, which provide services to the residents of Dallas over a 12-month period. For FY10-11 it is expected that the City's budget will be reduced as a consequence of the national economic slowdown.

## **Peer Panel Review**

Applications for the Cultural Organization Program are evaluated by a Peer Review Panel whose membership is taken from a list of qualified candidates nominated by from the field and approved by the Cultural Affairs Commission.

**Applicants must attend the Peer Review Panel meeting to present a brief organizational/project summary and answer questions. Failure to attend the panel meeting will result in a reduction of evaluation points by the Cultural Commission.**

Organizations are encouraged to submit nominations for the Peer Review Panel. A Panel Nomination Form can be downloaded from the OCA website: [www.dallasculture.org](http://www.dallasculture.org) by clicking on "Programs" and then "Cultural Services Contracts." You will find the link on the right hand side of this page.

## **Application Deadlines**

**Applications and supplemental materials must be submitted via the online grant system by 5 p.m. on March 26, 2010. Hard copies of grant applications will not be accepted.**

The system is accessible via the OCA website at [www.dallasculture.org](http://www.dallasculture.org) To find grant information click on "Programs" and then "Cultural Services Contracts." You will find information about all funding programs and the links to the applications that are available.

For more information about the online grant system call the Cultural Contracts Staff below:

Charla Sanderson, Cultural Programs Manager  
[charla.sanderson@dallascityhall.com](mailto:charla.sanderson@dallascityhall.com)  
(214) 670-4065

## **Logo and Credit Line**

**Arts organizations and artists awarded City of Dallas contracts for cultural services must include the following credit line and logo in all publications, programs, press releases, season brochures, lobby displays, advertising and every mode of public communication:**

***"(Name of your organization/program) is supported in part by the City of Dallas Office of Cultural Affairs."***



**Office of Cultural Affairs**  
CITY OF DALLAS

It is imperative that the residents of Dallas know that their local tax dollars make it possible for them to enjoy the caliber of arts produced in this City. All contractors must recognize the OCA in

the same manner in which it recognizes other contributors in terms of benefits, type size on publications, and frequency of acknowledgment.

Failure to comply with this request will seriously affect future contracting opportunities.

The OCA logo can be downloaded from our website: [www.dallasculture.org](http://www.dallasculture.org), click on "Programs" and then "Cultural Services Contracts" scroll down to the bottom of that page to the OCA logo. You will find several versions there to download.

## **COP 2010-2011 FUNDING TIME LINE**

<b><u>March, 2010</u></b>	Panelist names for review panels for all funding programs are forwarded to the Administration/Finance Committee and the full Cultural Affairs Commission (CAC) for approval
<b><u>March 26, 2010</u></b>	<b>COP Applications Due</b>
<b><u>May 1, 2010</u></b>	<b>Hard copy supplemental material due</b>
<b><u>May 10-11 &amp; 13-14, 2010</u></b>	<b>COP Panel Review Meetings</b>  <b><u>Applicants must attend. Failure to attend will result in an automatic point reduction of 20 points out of a possible 100 points on the evaluation rating by the Cultural Commission.</u></b>
<b><u>June, 2010</u></b>	Recommendations are forwarded to the Admin/Finance Committee.
<b><u>September, 2010</u></b>	<b>City Council approves FY 2010-2011 City Budget</b> COP Organizations are notified of funding levels
<b><u>October, 2010</u></b>	<b>City Council approves FY 2010-11 COP Contracts</b> COP Organizations sign contracts
<b><u>November, 2010</u></b>	COP Contracts are executed.
<b><u>December, 2010</u></b>	COP organizations receive initial payment (Subject to change) (Additional payments are made according to the contract terms)
<b><u>October 30, 2011</u></b>	<b>Final Reports due for the FY 2010/11 Cultural Contracts</b>

## **GENERAL APPLICATION GUIDELINES**

1. Before you begin your application, carefully read all applicable program guidelines.
2. Develop your application so that it addresses applicable program goals and evaluation criteria.
3. Complete every required form and submit one copy of additional required documents (e.g. audited statements, bios of key personnel, IRS status letter, etc.).
  - **NOTE:** Many of these items may be uploaded to the online application provided they are in approved file formats which include: **Microsoft Word, Excel and Adobe PDF**
4. Check your work and make sure that your financial data is accurate and complete.

5. All supplementary materials submitted should reflect the quality of your artistic product. Poorly produced supplementary materials, including audio or visual materials can do more harm than good.

**Please limit your online supplemental material to the following;**

- No more than 1 catalog
- No more than 3 brochures
- No more than 3 critical reviews or newspaper clippings
- No more than 3 programs or playbills

If you would like to have hard copies of any of your material available for the panel members during the panel review you can send them or drop them off at the OCA office. Materials will not be accepted after April 30, 2010.

Office of Cultural Affairs  
Cultural Organizations Program (COP)  
1925 Elm Street, Suite 500  
Dallas, TX 75201

6. Contact the Cultural Contracts Staff for clarification. The OCA staff can review your proposal with you prior to the submission date. Please contact;

Charla Sanderson, Cultural Programs Manager  
[charla.sanderson@dallascityhall.com](mailto:charla.sanderson@dallascityhall.com)  
(214) 670-4065

7. **Remember to submit the names of potential panelists to serve on the panels that make up the peer review process.** We are always searching for new panelists that represent diversity and excellence in all disciplines. A Panel Nomination Form is available for downloading at our website: [www.dallasculture.org](http://www.dallasculture.org). Click on "Programs" and then "Cultural Services Contracts" You will find the link on the right hand side of this page.

## **CULTURAL ORGANIZATION PROGRAM (COP)**

### **FUNDING GUIDELINES**

The Cultural Organization Program (COP) distributes funding to established non-profit Dallas arts organizations for annual operating support.

**The funding period for FY 2010-2011 is October 1, 2010 to September 30, 2011.**

### **Eligible Organizations**

#### **Organizations must meet the following criteria to qualify for COP funding:**

1. Must be a non-profit 501(c) (3) corporation.
2. Must be an established City of Dallas arts organization with an operation history of at least three years and administrative offices in the City of Dallas.
3. Must have an annual operating budget of at least \$75,000, based on prior year's actual expenses. If not available at the time of application, an audited financial statement must be provided to the City before the organization may enter into a contract for organizational support. **(Exception:** When this policy was implemented, several small organizations with budgets under \$75,000 were grandfathered into the program.)
4. Must have at least one paid part-time Director/Manager staff person hired upon award of City contract and employed throughout the 12-month contract period.
5. Must produce a season of programs, exhibitions, and/or performances for the public.

6. Must have diverse community representation on the Board of Directors.
7. Must be in compliance with local, state, and federal laws prohibiting discrimination.
8. Must demonstrate community outreach programs.
9. Must demonstrate commitment to cultural diversity in all aspects of the organization's operations and programming.
10. The primary focus of the organization's operation is to provide services to the residents in the City limits of Dallas.
11. The organization's administrative offices must be located permanently in the City of Dallas.

## **First Time Applicants**

First time applicants must schedule a meeting with OCA staff at least one month before the application deadline. **Note:** Throughout these guidelines and proposal forms, the term first-time applicant refers to applicants submitting proposals to the program for the first time, as well as to applicants that have applied in the past but are not currently funded through the program. **Please note that in FY09-10, due to the reduction in the program budget, the Cultural Affairs Commission voted not to fund any new applicants in this program for FY10.**

In addition to the funding requirements, first-time COP applicants should submit one copy of the following:

- Charter and by-laws.
- Status as a non-profit 501(c) (3) corporation. A copy of the organization's Internal Revenue Service letter of determination must be submitted with the completed proposal form. Failure to submit this IRS letter will result in disqualification of the proposal.

**Exception:** A new organization in its first three years of existence may apply on the proposal deadline without providing the required IRS letter of determination as long as: (a) the organization provides a completed copy of IRS **Form 1023** and attachments as evidence that it has applied to the IRS for its 501(c) (3) status, and (b) if recommended for funding, provides the actual IRS letter of determination before the contract can be presented to the City Council

## **Funding Limits**

### **Organizations managing or occupying city-owned cultural facilities through long-term management contracts or long-term use agreements:**

- Direct (cash) payment for services is provided through an annual supplemental agreement to the long-term management contract or use agreement. Contract amounts may be tied to administrative, programmatic, or facility-related costs.
- Additional facility-related indirect support may be provided on behalf of the organization by the Office of Cultural Affairs or other City departments per the terms of the long-term contract.
- Total City direct payment through the COP, combined with indirect support of an organization through the OCA and Equipment and Building Services Department (EBS), is considered part of the organization's annual operating budget. **The total City support amount should not exceed 25% of the applicant's audited operating expenses for its most recently completed fiscal year.**
- For purposes of calculating the 25% figure, the EBS contribution is based upon amounts actually expended by that department during the previous fiscal year for ongoing structural maintenance of a facility. It should not reflect amounts expended for one-time major repair projects. Increases in operating expenses resulting from the opening of a new or renovated city-owned facility managed by a cultural organization for the City shall be considered, in addition to the organization's actual prior year operating expenses, when determining the organization's contract award through COP. In such instances, the contract award may equal up to 25% of the managing organization's anticipated operating expenses for the year in which the new or renovated city-owned facility becomes operational. **\*By limiting the City allocation to no more than 25% of an organization's prior fiscal year audited expenses, the City will also be providing no more than 25% of the funded organization's operating budget during the year for which support is awarded.**

### **Organizations that do not manage city-owned facilities:**

- Direct (cash) payment of services is provided through an annual cultural service contract between the City and the organization, which may be used, for administrative, programmatic, or facility-related costs. **The total City support amount should not exceed an amount greater than 25% of the applicant's audited operating expenses for its most recently completed fiscal year.** (Organizations participating in Community Arts Program (CAP) in addition to COP may receive up to an additional 25% through the CAP programs.) This percent represents the contractor's audited operating expenses for its most recently completed fiscal year at the time the COP proposal is submitted to the City.

### **Ineligible Activities for Organizational Support**

City funds allocated cannot be used to pay direct costs for:

1. Activities which do not have a cultural or artistic focus or whose primary focus is religious
2. Projects planned primarily for fundraising purposes
3. Activities restricted to members or which do not benefit the general public
4. Tuition expenses
5. College/university or school projects that are part of a course or curriculum or which do not benefit the general public
6. Fellowships/grants to individuals
7. Scholarships, cash prizes or awards
8. Out-of-city travel
9. Underwriting of capital expenditures (buildings, land, permanent equipment or artwork)
10. Purchase of artwork
11. Activities that have occurred prior to the execution of the cultural service contract
12. Underwriting of past deficits
13. Endowments
14. Non-contract related services, lobbying, attorney's fees, fees for penalties, and fees for incorporation or obtaining tax-exempt status
15. Activities of Dallas based organizations that occur outside of the City limits are ineligible unless specific activity locations are approved by the Cultural Affairs Commission prior to the signing of the contract for services.

### **Review Process for COP Support**

**The review process is as follows:**

- Proposals will be reviewed by the OCA staff for eligibility, completeness and accuracy. Documentation of any outstanding contract compliance issues will be attached to the application.
- After initial review by OCA staff, the proposals are evaluated by a Review Panel whose membership is taken from a list of qualified candidates nominated by the field and approved by the Cultural Affairs Commission. **Applicant organizations must be represented at the Review Panel meeting by principal representatives, e.g. the Executive Director, Artistic Director, Board President and the Financial Officer. Failure to attend the Review Panel meeting will result in an automatic point reduction of 20 points out of a possible 100 points determined by the Cultural Commission on the evaluation rating affecting the contract amount.**
- Applicants are evaluated by the Review Panel according to the following criteria:  
**Quality of Services** - Has the organization maintained high quality standards in its artistic and cultural services?  
**Need** - How great is the City's need for the services provided by the cultural organization? To what extent would procurement of services by the City serve to meet the needs of the community? Do the services address one or more of the City's 2010-2011 budgeting strategies to provide Dallas residents with high-quality cultural opportunities?

**Comparison of Public and Private Support** – Has the organization actively pursued and received funds from the private sector or individual contributors? Has it demonstrated an ability to generate levels of earned and unearned income consistent with accepted standards for similar organizations? Has the organization demonstrated the ability to meet the matching requirement in operational expenditures?

**Stability/Accountability**- Has the organization performed in a reliable manner in past years, in terms of its regular programming, its community outreach, fiscal management practices, and compliance with City contracts?

**Cultural Diversity**- Has the organization demonstrated a commitment to cultural diversity in all aspects of its operations such as board, staff, programs, audiences and outreach?

The panel's rating and recommendation is forwarded to the Cultural Affairs Commission for review. The Commission recommends a level of funding for each organization taking into consideration the panel rating, funding projections and contract compliance of organizations currently funded. The Commission's recommendation is then forwarded to the City Council through the City Manager's Office as part of the OCA annual budget request. The recommended allocation will receive approval or modification by the City Council in October.

## **Cultural Services Contract**

Upon City Council approval of the budget, a cultural services contract will be signed by the organization's Director and Board Chair. The contract includes the following requirements:

### **Scope of Services**

Services that are to be provided to the City (including community outreach) will be fairly specific in number and type to be provided. Should it become necessary to alter the contracted services during the contract term, a written request must be submitted and approved by the OCA Director before the changes are implemented.

### **Schedule of Payments**

Organizations that **manage city-owned facilities** will receive payments through monthly reimbursements upon receipt of invoices and compliance with contract terms and City policies. **However, the first payment should not be expected before January 1, 2011.** Ten percent of the allocation will be withheld pending the City's receipt and approval of the final narrative and financial reports.

Upon receipt of the executed contract, organizations that **do not manage city-owned facilities** and that are in full compliance with prior year's contract requirements are required to submit an invoice for up to 50% of the contract amount, with a list of actual services performed. If the organization's season has not begun, list producing or coordinating activities related to the season on the invoice. The invoice must services performed October 1 to the date of the invoice. **However, the first payment should not be expected before January 1, 2011.**

**Payments may be delayed or withheld at the discretion of the City if determined that the organization is not in full compliance with the terms of the contract.** All financial obligations of the City shall be subject to appropriation of funds by the City Council. Contractors agree and understand that the full scope of services and/or amounts payable under the contract is subject to amendment and revision. Any such revision shall be accomplished pursuant to the pertinent sections of the Dallas City Code.

## **Audited Financial Reports**

An audit that has been conducted by an outside certified accountant for the recently completed fiscal year must be submitted by all funded organizations to the OCA. Audits should be available, and sent no later than six months after the completion of the organization's fiscal year. Failure to meet audit deadlines will be reported to the Cultural Affairs Commission and the review panel and may result in the withholding of contract payments. *First time applicants must submit an audit prior to contract execution.*

## **Proof of Insurance**

Insurance requirements are included in the contract. A Certificate of Insurance must be submitted to the City whenever a policy expires and is renewed. Funds cannot be released without evidence of the required insurance. Proof of insurance must meet the specific terms of the contract. Failure to meet insurance requirements will be reported to the Cultural Affairs Commission and may result in contract termination. (For more information on insurance coverage and amounts required, please contact Charla Sanderson at 214.670.4065 or email to [charla.sanderson@dallascityhall.com](mailto:charla.sanderson@dallascityhall.com).)

## **Complimentary Tickets**

Upon request, up to **six complimentary tickets** shall be made available to OCA staff for each program, production, exhibition, or other activities sponsored by the organization where tickets are required. This requirement applies to the organization's regular programming only and not to special fundraising events. Requests from Cultural Affairs Commission members should be granted at the discretion of the organization. Additionally, the Cultural Agency may provide free tickets to promotional activities to the Director for distribution to the general public at various OCA facilities. This section is subject to the "Gift Policy for Board and Commission Members," approved by City Council on September 17, 2008, per Resolution Number 08-2506

## **Credit Line**

**Organizations awarded City of Dallas contracts for cultural services must acknowledge the OCA support in all publications, programs, press, press releases, season brochures, lobby displays, advertising and every mode of public communications. (See Page 2) of this Guide for credit line and logo information.) A copy of all printed program materials must be submitted to OCA with the Monthly Reports.**

## **Monthly COP Report**

A monthly report listing activities and programs presented by the organization, the total attendance at each activity and total monthly operating expenditures must be submitted by the 15th day of each month (reporting the prior month's activities) on the *Report* form provided by OCA. Failure to submit reports will delay contract payments.

## **Final Report**

A final evaluation report of expenditures and a summary of activities for the contract period must be submitted by the date indicated on the forms provided by OCA. Failure to submit the report in a timely manner or submission of an incomplete report may result in delayed payment of the final contract installment as well as payment on future contracts. **This form must be typed and is available for download on the OCA website.**

## **Cultural Diversity**

It is the intent of the City's cultural policy to contract with cultural organizations that demonstrate a commitment to diverse community representation on their boards and staffs. In addition, the organizations are expected to demonstrate a commitment to cultural diversity in all aspects of their operations and programming.

## **Cultural Affairs Commission Liaison**

Contractors receiving operating support must permit a member of the Cultural Affairs Commission to serve in an ex-officio (non-voting) capacity on its governing board. Each organization is responsible for notifying its commission liaison of all upcoming board meetings and providing minutes of those meetings to the liaison.

## **Probation**

Organizations that fail to provide contractual services or meet program eligibility and reporting requirements may be placed on probation. Failure of an organization to satisfactorily address the City's concerns within a period of the probation may result in a recommendation of "no funding" or a "minimum 5% reduction" in funding for the next fiscal year. The City will maintain a list of all organizations on probationary status.

## **Revisions**

Once the contract has been signed, any changes in the project (either programmatic or financial) must be approved in advance by the Director of the Office of Cultural Affairs. The contractor must submit a typewritten request for approval of any changes at least three weeks prior to implementation of proposed changes.

# **2010-2011 COP APPLICATION INSTRUCTIONS**

**Application Deadline:                      Friday, March 26, 2010, by 5:00 p.m.**

Submit online application via the web-based system accessible on the Office of Cultural Affairs website. All applicants will receive a confirmation email indicating that the application has been received and is being processed. If the confirmation email is not received within 24 hours after submitting the application, contact the OCA office immediately.

**NOTE: An organization that submits a late or substantially incomplete application at the time of the deadline, as deemed by the Office of Cultural Affairs, will receive notification via e-mail and mail as to the incomplete or late status of the application. A copy of this letter will be affixed to each copy of the application prior to review by the program panel, alerting panelists to the status of the application at time of deadline.**

**Funding Term:                      October 1, 2010 to September 30, 2011**

## **First Time Applicants**

First-time applicants must meet with OCA staff at least one month prior to the deadline. (Note: Throughout these guidelines and proposal forms, the term first-time applicant refers to applicants submitting proposals to the program for the first time, as well as to applicants that have applied in the past but are not currently funded through the program.)

## **Peer Review Panel Meeting**

COP Peer Review Panel Meetings will take place on **May 10-11 and 13-14, 2010**. Organizations will be notified by email and mail of the scheduled time and date for their Panel Review. Organizations must be represented by a principal officer and executive staff member to provide a brief presentation on the organization/program summary and answer questions. **Failure to attend the panel meeting will result in a reduction of 20 points on the evaluation rating.**

**If the notification of the panel scheduled date/time is not received by May 1, 2010, contact the OCA office immediately.**

## **Tier Structure**

All COP grant applicants will be reviewed in Tier levels based on their adjusted expense budget from the previous year's official audit records. There will be one review panel for each Tier level. Each panel will consist of a diverse group of people knowledgeable in the visual arts, dance, theatre, music, literature, film and other fields. The Tier Levels are as follows;

**Tier I - \$250,000 and Under – May 10, 2010**

**Tier II - \$251,000 - \$999,999 – May 11, 2010**

**Tier III - \$1,000,000 - \$2,999,999 – May 13, 2010**

**Tier IV - \$3,000,000 and up – May 14, 2010**

## **2010-2011 COP Definitions**

### **OPERATING REVENUE**

**Admissions:** Funds earned from subscription, group and single ticket sales

**Tuition/Workshop Fees:** Funds earned from adult/student attendance

**Contracted Services Revenue:** Funds earned from sponsors for performances, exhibitions, residencies, optional services and consultations

**Auxiliary Activities:** Funds earned from concessions, gift shop sales, parking, publications, rentals and advertising

**Memberships:** Funds earned from services provided to members

#### **Government Grants:**

**Federal** (i.e. NEA, NEH, IMS, CDBG)

**State** (i.e. TCA and TCH)

**Local** (funds from other municipalities, NOT City of Dallas)

**Endowments:** Funds distributed from the organization's own endowment fund if used in the operating budget

**Interest:** Revenue from interest-earning accounts or investments

**Other Income:** Grants from TACA, The 500, Inc., revenue from galas and sources other than those listed above

## **OPERATING EXPENSES**

**Personnel Salaries/Benefits:** The total amount of wages and benefits for full or part-time employees of your organization (not consultants, see below). Include FICA, health insurance costs, pension and other employee-related benefit costs

**Administrative/General:** Wages/Benefits paid to employees involved in administrative and general support of the organizations, such as executive director, financial officer, development staff, clerical staff and other administrative support personnel. NOTE: If an employee's time is split between Administrative, Artistic, Technical and or Program Services, be sure to allocate the wages/benefits to the proper categories

**Artistic:** Wages/Benefits paid to employees as curators, artistic directors, conductors, choreographers, composers, graphic artists, actors, dancers, singers, musicians, instructors, designers, video artists, film makers and photographers

**Technical/Production:** Wages/Benefits paid to technical management staff and such employees as technical directors; stage, lighting and sound crews; wardrobe; preparators; video and film technicians

**Program Services:** Wages/Benefits paid to program services staff and such employees as program coordinators and outreach staff

**Outside Professional Services:** Honoraria, stipends, commissions or fees to any person not on the organization's salaried staff. These services may be in any of the four areas of administrative, artistic, technical/production or program services described above

**Travel:** All costs directly related to organization's personnel travel, guest artists, consultants, etc. Include fares, lodging expenses, food, taxis, gratuities, per diem, tolls, parking, mileage, personal vehicle allowances, and car rentals

**Shipping:** Freight charges for visual art exhibitions, and performance materials/items

**Telephone:** Fees for local and long distance calls, installation, and repairs

**Equipment Rental:** Costs for rented office equipment and production equipment (cameras and lighting)

**Space Rental:** Include offices, rehearsal, theater, gallery, hall, warehouse or other fees paid for use of buildings

**Utilities:** Electricity, gas, water

**Other Rentals:** Rental fees for visual arts exhibitions and films, other performance/exhibition materials

**Marketing/Promotions/Printing:** Fees for printing and mailing (including postage and mailing service costs) of announcements, mailers, brochures, catalogs, tickets, programs, and/or costs for newspaper and broadcast advertising used to encourage attendance at events and to encourage earned or unearned income

Do Not include payments to individuals or firms that belong under Personnel Salaries/Benefits or Outside Professional Services

**Supplies/Materials:** Cost of office supplies, scripts, scores, photographic supplies, materials for sets/props/costumes, food and maintenance supplies

**Insurance:** Property, casualty, liability insurance. Call Charla Sanderson at (214) 670-4065 if you have any insurance questions

**Other:** Any operational expenses not covered above. For groups using cash based accounting, non-capital debt reduction should be reported here

## **INSTRUCTIONS FOR OTHER SECTIONS**

**Accumulated Deficits:** Complete section only if applicable. Narrative statement should include detailed plans for correcting the organization's financial problems

**Operating Budget Summary:** Transfer Total Income from **Operating Revenue Breakdown** and Total Expenses from **Operating Expenses Breakdown**. If there is a Net Difference explain how the deficit or surplus has been or will be handled

**Cultural Diversity Information:** The City's Cultural Policy states that "the cultural diversity of the City's population should be reflected in the boards, staffs, and programs of all cultural organizations receiving City support." In compliance with *City Council Resolution #89-1167*, all organizations benefiting from public funds should develop, implement, and maintain Affirmative Operational Policies that provide equitable access to all residents of Dallas. Policies should include ethnic diversification of the organization's board, personnel, contracts, services, and programming. For reporting ethnicity, use the following abbreviations:

**AA = African American**

**A = Asian**

**L = Latino**

**N = Native American**

**PI = Native Hawaiian or Other Pacific Islander**

**W = White, Non-Latino**

**O = Other**

**Strategic Plan** : A Strategic Plan is an organization's process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Strategic planning is the formal consideration of an organization's future course.

In many organizations, this is viewed as a process for determining where an organization is going over the next year or more, typically 3-5 years, although some extend their vision to 20 years.

In order to determine where it is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the “strategic plan.”

**Please make sure to print off a PDF of the application and all attachments for your records!**

