

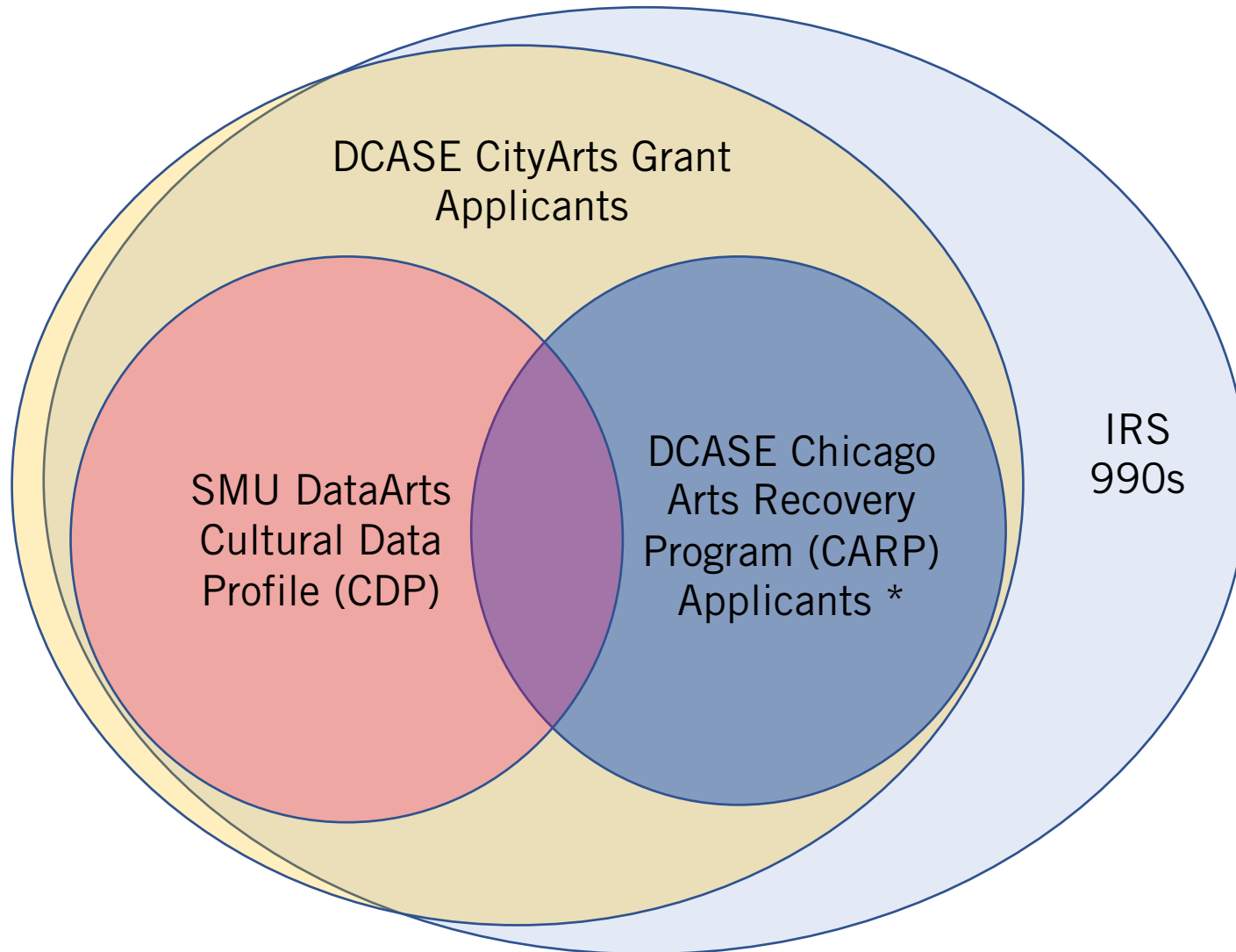
December 2024

Navigating Recovery: 2023 Update

Prepared for the Chicago Department of Cultural Affairs and Special Events

SMU[®]
DataArts

Data Background: Layering Four Data Sources Across Five Years



Data from 2019-2023 was integrated using a hierarchical progression:

1. FY2019-2022 data was first updated with any additional records, reading CDP data first, followed by CARP data, limited CityArts data, and finally IRS
2. For FY2023, with the revised CityArts application, we shifted CityArts to the top of the hierarchy
3. If there was no CDP, CARP, or CityArts data in a given year, the final data source that we integrated was IRS990s. The IRS990 data can address only a very limited number of topline measures.

Throughout the report, different sample sizes exist due to the availability of measures across sources, and the reliability of each source across the 5 fiscal years

** All available data for fiscal years 2019-2023 was used. CARP applicant data was only available for fiscal years 2019 and 2022*

Methodology: Sampling across metrics varies based on available data

	Overall	Small: Under \$150k	Medium: \$150k-\$1M	Large: Over \$1M	Museums	Performing Arts	Other Sector	BIPOC	Other Constituency
Full Dataset <i>Used to calculate surplus/deficit, expenses, revenue, contributed revenue, and government support</i>	315	100	140	66	17	120	178	100	66
Grants Dataset (CityArts, CDP, CARP) <i>Used to calculate other sources of contributed income, government sources of income, earned revenue, personnel expenses, programs, attendance, subscribers, and workforce</i>	193	44	92	51	9	111	73	69	48
Grants Dataset – Audited (2019 vs. 2023 only) <i>Used to calculate working capital</i>	87	21	45	16	2	46	39	28	28

- Most data can be analyzed for all five years spanning 2019 through 2023, except working capital data which reflects bookend years (2019 vs. 2023)
- **Budget size** is determined by FY2023 total expenses
- **Community Served:** The BIPOC flag was applied to organizations who indicated that they served a specific racial or ethnic population in their CityArts application or indicated that they purported to serve a specific racial/ethnic group either through mission or constituency. “Other Constituency” reflects organizations that serve a different group, using the same flagging process
- **Sector:** Theatres reflect one-third of the Performing Arts sector. Community-based organizations comprise one-third of the “Other Sector”. These organizations are primarily arts education focused.

Methodology: Sampling across metrics varies based on available data

	Overall	Small: Under \$150k	Medium: \$150k-\$1M		Large: Over \$1M	
		Very Small: Under \$150k	Small: \$150k - Under \$500k	Medium: \$500k - Under \$1M	Large: \$1M - Under \$2M	Very Large: Over \$2M
Full Dataset <i>Used to calculate surplus/deficit, expenses, revenue, contributed revenue, and government support</i>	315	101	93	50	35	36
Grants Dataset (CityArts, CDP, CARP) <i>Used to calculate other sources of contributed income, government sources of income, earned revenue, personnel expenses, programs, attendance, subscribers, and workforce</i>	193	45	59	35	27	27
Grants Dataset – Audited (2019 vs. 2023 only) <i>Used to calculate working capital</i>	87	22	32	14	11	8

- Most data can be analyzed for all five years spanning 2019 through 2023, except working capital data which reflects bookend years (2019 vs. 2023)
- **Budget size** is determined by FY2023 total expenses
- Throughout the report, the 3 broader budget sizes are used with some deeper dives into the detailed categories when necessary

Methodology: Sampling across metrics varies based on available data

	Overall	Arts Education	Film/TV Orgs of Interest	Performing Arts	Other Sector
Full Dataset <i>Used to calculate surplus/deficit, expenses, revenue, contributed revenue, and government support</i>	315	31	16	177	91
Grants Dataset (CityArts, CDP, CARP) <i>Used to calculate other sources of contributed income, government sources of income, earned revenue, personnel expenses, programs, attendance, subscribers, and workforce</i>	193	17	11	111	54
Grants Dataset – Audited (2019 vs. 2023 only) <i>Used to calculate working capital</i>	87	9	5	29	44

	Overall	Museums	Performing Arts	Other Sector
Full Dataset <i>Used to calculate surplus/deficit, expenses, revenue, contributed revenue, and government support</i>	315	17	120	178
Grants Dataset (CityArts, CDP, CARP) <i>Used to calculate other sources of contributed income, government sources of income, earned revenue, personnel expenses, programs, attendance, subscribers, and workforce</i>	193	9	111	73
Grants Dataset – Audited (2019 vs. 2023 only) <i>Used to calculate working capital</i>	87	2	46	39

- **Sector:** Theatres reflect one-third of the Performing Arts sector. Community-based organizations comprise one-third of the “Other Sector”
- **Categories were reassigned** to identify Arts Education organizations and selected organizations who sit at the intersection of film/media and youth education

Methodology: Sampling across metrics varies based on available data

	Overall	BIPOC	Other Constituency	General Public
Full Dataset <i>Used to calculate surplus/deficit, expenses, revenue, contributed revenue, and government support</i>	315	100	66	149
Grants Dataset (CityArts, CDP, CARP) <i>Used to calculate other sources of contributed income, government sources of income, earned revenue, personnel expenses, programs, attendance, subscribers, and workforce</i>	193	69	48	76
Grants Dataset – Audited (2019 vs. 2023 only) <i>Used to calculate working capital</i>	87	28	28	31

- **Community Served:** The BIPOC flag was applied to organizations who indicated that they served a specific racial or ethnic population in their CityArts application or indicated that they purported to serve a specific racial/ethnic group either through mission or constituency.
- “Other Constituency” reflects organizations that serve a different group, using the same flagging process

Chicago organizations were able to limit expenses and capitalize on funds which led to working capital levels higher than pre-pandemic liquidity.

- **Chicago organizations experienced positive working capital every year with 2023 levels of liquidity 89% higher compared to 2019.** Overall, the average organization held nearly one year's worth of liquidity in 2023 compared to around 6 months in 2019. This trend was observed across budget sizes and sectors.
- **From 2019 to 2022, Chicago organizations weathered the crisis by scaling back operations.** They reduced expenses to an all-time low in 2021 in the depth of the pandemic. Throughout this period, they were able to attract revenue that exceeded these reduced expenses resulting in a 12% surplus.
- **In 2023 this surplus was slightly reduced to 11% as expenses grew 1% amidst inflationary pressures.** The slow growth of expenses is notable as inflationary pressures resulted in an increase in expenses at the national level of 14% (source: [SMU DataArts](#)).
- **CARP grantees had a slightly negative (-3%) surplus in 2019, which made them particularly vulnerable to pandemic related closures. As CARP funds were distributed, surpluses grew to 33% in FY2021 and remained high in 2022. Balancing expense growth with revenue sources will be critical for this group moving forward.**
 - In fiscal year 2023, CARP grantees increased total expenses by 16% while only realizing 3% increases in income, placing them once more on the margins. Future analysis will show the impact of the 2023 CARP program funds which were distributed in August 2023.

One can think of working capital in terms of months – i.e., how long an organization could pay its short-term obligations if it had to survive on current resources.

Large organizations drive surpluses, mid-sized struggle to balance expenses and revenue, while BIPOC organizations buck the trend

- **Large organizations benefitted from huge improvements in surpluses.**
 - In particular, organizations with budgets between \$1Million and \$2Million experienced a 37% increase in revenue over the 5-year period.
 - This group also increased expenses the most (12% after adjusting for inflation), which, when paired with earned and contributed income gains, may point to a more aggressive growth strategy.
- **BIPOC organizations quadrupled their working capital, going from 3.5 months of liquidity in 2019 to over 10 months in 2023.**
 - This occurred despite expenses rising at the same rate as non-BIPOC organizations. In 2023, 15 (54%) of BIPOC organizations held more than 6 month's worth of liquidity, compared to only one-quarter (7) of the same organizations in 2019.
- **Medium organizations (\$500K - <\$1M) struggled to maintain surpluses in 2023, due to an 8% increase in expenses paired with a 2% reduction in revenue.**
 - Revenue reductions were driven by the absence of federal relief funding, which covered 100% of total expenses in 2022 and only 3% of 2023 expenses.
- **Small organizations (< \$150K) constricted budgets drastically – spending 13% less in 2023 compared to 2019.**
 - Despite budget tightening, the reduction in expenses was less than total revenue reduction (-17%), resulting in a spend-down of surpluses realized in prior years.
- **The select 16 film and TV organizations scaled back operations which allowed them to more than double surpluses in 2023.**
 - However, expense reductions were paired with lost income, as total revenue dropped 7% from 2019 to 2023.

One can think of working capital in terms of months – i.e., how long an organization could pay its short-term obligations if it had to survive on current resources.

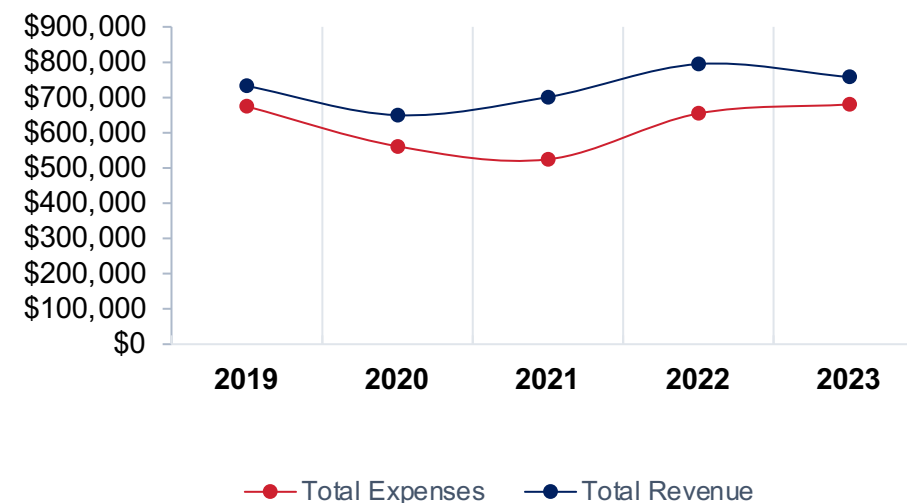
Rising costs result in dipping into surplus reserves from prior years...

- **Revenue increases were observed in every year up until 2023**, when total income fell slightly, although remaining 3% higher than 2019. In 2023, **expenses have risen to 2019 levels (1% increase)**.
 - All budget groups realized surpluses in 2023, however rising costs and declining income have reduced the amount of expenses covered by revenue.
 - **Medium (\$150K - \$1M) organizations** realized the largest increases in expenses over the 5-year period (7%), resulting in a lower ability to cover expenses with income.
- **Declines in revenue and increases in expenses reduced the amount of expenses covered by revenue in 2023.** The narrowing of the gap between revenue and expenses for arts organizations is experienced nation-wide.
 - **Large (\$1M+) organizations** increased revenue at levels outpacing expense growth over the 5-year period, however 1-year trends point to expense increases that are nearly double that of revenue gains (+14% vs. +9%)
 - **BIPOC organizations** experienced huge jumps in both revenue (+18%) and associated expenses (+20%) over the 5-year trend period.
- **Chicago organizations continue to operate at an 11% surplus on average, however surpluses were reduced by 10% between 2022 and 2023, indicating a spend-down on reserve funds realized during the pandemic.**
 - Only large organizations with budgets between \$1Million and under \$2Million were able to increase surpluses from 2022 to 2023.

Inflation-adjusted % Change

	5-Year	1-Year
Average Revenue	+3%	-2%
Average Expenses	+1%	+7%

**Average Expenses & Revenue, 2019-2023
Adjusted for inflation (19%)**



...and revenue recovery is slow, particularly for small and mid-sized organizations.

- **Revenue remained in a steady state for the average organization, increasing 3% between 2019 and 2023. However, this was not the experience across all groupings.**
 - **Small (<\$150K) organizations**, who were largely left out of the federal funding landscape, observed revenue that was 17% lower than 2019 levels, after adjusting for inflation.
 - **The select cohort of film and TV based organizations** also fail to recover pre-pandemic levels of income, with 2023 revenue averaging 7% lower than 2019.
- **There has been a slight reduction in revenue between 2022 and 2023 as organizations reopen amidst inflationary costs of doing business.** These reductions were primarily the experience of organizations below \$1M.
 - **Large (>\$1M) organizations** boosted total income by 9% between 2022 and 2023, and were able to cover 6% more of their expenses with total revenue generated in 2023 versus 2019.
 - **Medium (\$150K-\$1M) organizations** experienced a 7% one-year decline in total income from 2022 to 2023, driven by a 66% reduction in contributed support and slow (5%) earned income recovery. They lost momentum in earned income gains (1% decline) after a comeback in 2022.
 - **Small (<\$150K) organizations** experienced large reductions (-17%) in revenue over the trend period, resulting in spending down on reserves to cover expenses. The decline in revenue is steeper than the decline in expenses, pointing to a worrying trend.
- **BIPOC organizations increased both revenue and expenses over both the 1-year and 5-year period, unlike other peer organizations. However, in 2023, expenses are rising at a much faster rate.**
 - One-year trends reveal expense increases of 20% with revenue only increasing 2%, resulting in a drastic spend-down of 5-year high surpluses realized in 2022, leaving these organizations in a similar financial position as in 2019.
 - **Organizations who serve a general public** continue to maintain surpluses 44% above 2019 levels while those **servicing other constituencies** reduced surpluses by 13% due to substantial losses in public funding and earned revenue.

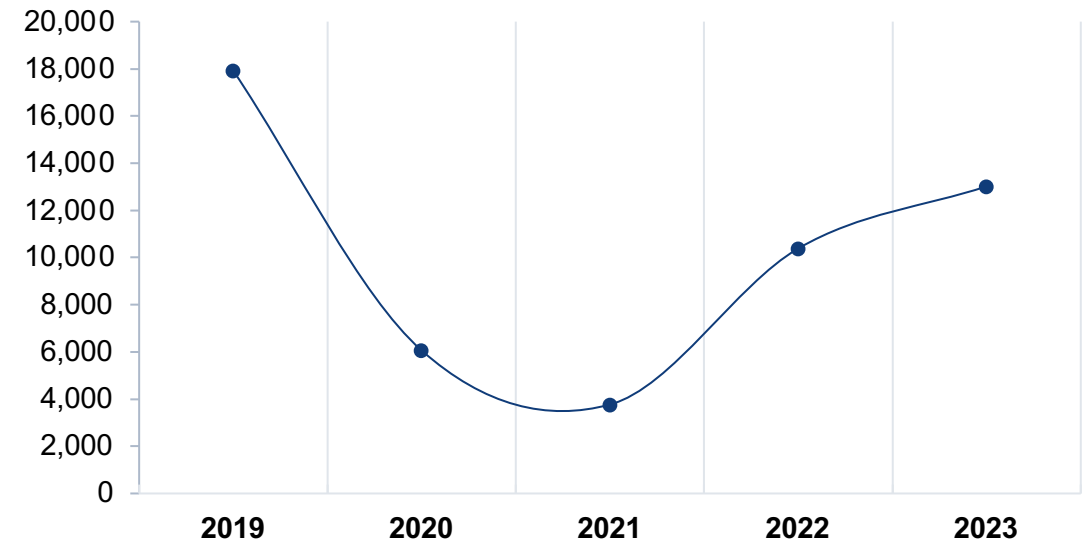
Public funding proved essential, however post-relief funding declines in contributed income narrow revenue-expense gaps.

- **Overall, contributed income has fallen post relief fund distribution which is narrowing the gap between total revenue and expenses.**
 - **Large organizations** grew contributed revenue streams by 12%, covering 11% more expenses over time.
 - **CARP grantee organizations** realized huge (+42%) gains in contributed sources of income, driven by increases in state and local government support. In 2023 they covered 50% more expenses with contributed revenue than in 2019.
 - **Medium organizations** captured 69% less support and covered 82% less expenses with contributed income in 2023 compared to 2019.
 - **Organizations serving another constituency (e.g., LGBTQ, Disabled community)** experienced an 85% decline in contributed income over the 5-year trend period. This resulted in 2023 surpluses that were 13% below 2019 levels.
- **In 2023, most organizations continue to struggle to realize contributed sources of support after the completion of government relief funding distributions.**
 - **Performing arts organizations** sustained strong government funding, more than double 2019 levels, but saw a 65% decline from 2022.
 - **BIPOC organizations** saw an 31% increase in government funding from 2022 to an all-time high in 2023, bucking recent trends.
 - **Arts Education organizations** also increased levels of support by 26% through increased government funding and individual donations, allowing them to realize similar levels of income compared to 2019, even after inflation adjustments.
- **For many organizations, earned income is making a slow recovery. It rose 10% from 2022 to 2023, yet still covered the same percentage of expenses as the prior year, signaling that recovery has been slow and uneven due to rising costs.**
 - **Small organizations** nearly tripled their earned income in 2023 compared to 2022, however total earned revenue remains 45% below 2019 levels, covering 42% less of total expenses.
 - **Large organizations maintained relatively steady levels of earned income relative to expense coverage.** The decline in earned income was the least steep for this cohort. In particular, organizations with budgets between \$1 and \$2M increased their earned income slightly (2%). Rising expenses offset gains, however this was the only group who saw an increase from 2019 to 2023.

Chicago organizations continue to recover lost audiences, with growth trends continuing in 2023 yet still below 2019 levels.

- Chicago in-person attendance naturally slowed to a trickle during pandemic-related closures across all sizes and sectors. It recovered somewhat in 2022 but was still 60% lower overall than it was pre-pandemic. **In 2023, in-person attendance remains 27% lower despite organizations attracting 25% more audience members compared to 2022.**
 - **Small organizations**, who constricted budgets severely in 2023, saw marginal (+3%) growth among in-person attendance from 2022 to 2023, still 89% lower than pre-pandemic averages.
 - **Performing Arts organizations** increased in-person attendance by 43% in 2023, however they still lag 2019 audience numbers by 37%.
 - **Large organizations** maintained relatively steady counts of in-person attendees, contributing to only marginal losses in earned revenue.
- In 2019, six organizations reported in-person attendance more than 100,000 people, whereas only two organizations exceeded 100,000 attendees in 2022. **In 2023, four organizations reported in-person attendees > 100,000 – a slow but promising growth.**

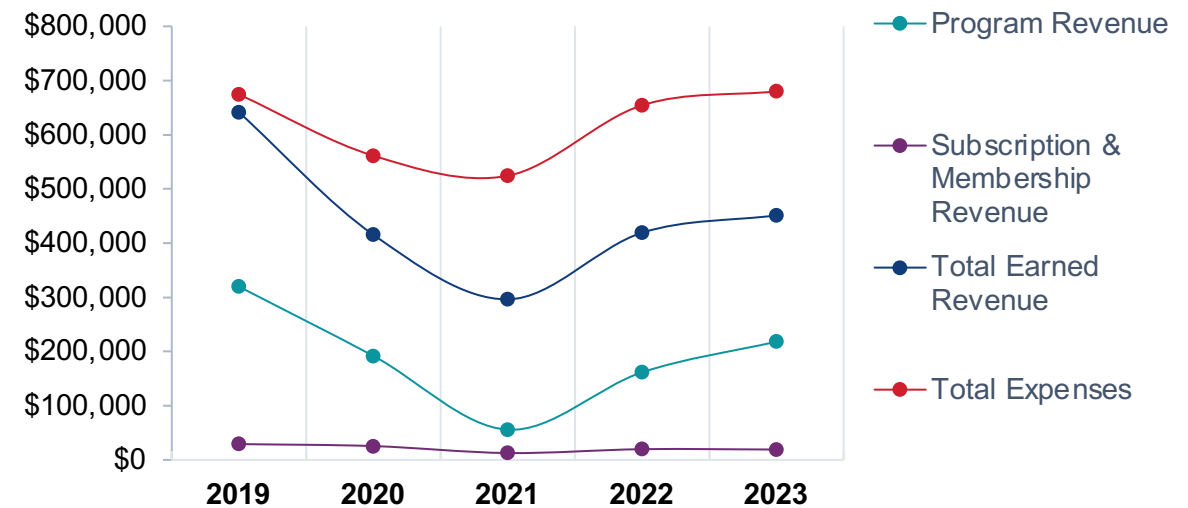
In-Person Attendance, 2019-2023



The pandemic exacerbated the ongoing trend of declines in relational customers. Subscription sales remain lower than 2019.

- **Historically, subscribers and members have been a substantial presence among in-person attendees.**
 - These folks represent a base of loyal patrons who provide the security of up-front cash and fill capacity throughout the year, and who require less marketing expenditure to attract and retain than transactional customers.
- **From 2019 to 2023, Chicago organizations saw a 11% further decline in the number of subscribers and members.**
 - The pandemic exacerbated the ongoing trend of declines in relational customers in **the performing arts sector**, with 52% fewer members and subscribers in 2023 compared to 2019.
 - From 2019 to 2023, **organizations serving other specific constituencies** grew localized support through increased memberships (+59%) and individual contributions (+31%). However, one-year declines in both expenses and revenue suggest capacity challenges, limiting the ability to monetize audiences and secure sustainable support beyond core communities.
- **The 5-year drop in related revenues from these members and subscribers was 34%.**
 - When revenue declines exceed the decline in number of relational customers, it means there was also less revenue per subscriber or member over time.

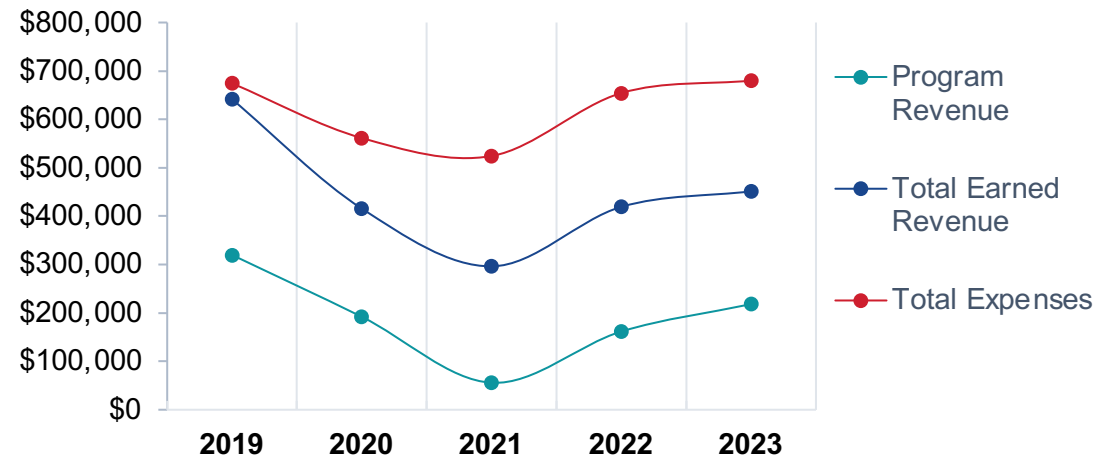
Earned Revenue Types, 2019-2023 (inflation adjusted)



Fewer people results in less earned income; growth in earned revenue is matched by growth in expenses.

- Total earned revenue plummeted while doors were closed to in-person programming – it shrank by 82% from 2018 to 2021 – but has recovered substantially beginning in 2022. **In 2023, earned income rose 10% above 2022 amounts. Despite this improvement, earned income remains 30% below 2019 levels after adjusting for inflation.**
 - The slow recovery is true across all splits and categories **except large organizations with budgets between \$1M and \$2M** who maintained levels of earned income that kept pace with inflation.
 - **Small organizations** generated enough earned revenue to cover 84% of total expenses in 2023, indicating progress. However, earned income remains 45% below 2019 levels.
 - **Performing Arts organizations grew earned revenues by 23% from 2022 to 2023.** However, this was paired with increases in expenses which resulted in 22% less expense coverage using earned income than in 2019.
- The lion's share of earned revenue comes from program-related activities, such as ticket sales, admission fees, and tuition for educational programs. By the end of 2023, this critical source of earned income was 32% lower than in 2019 and accounted for a smaller share of total earned revenue over time.

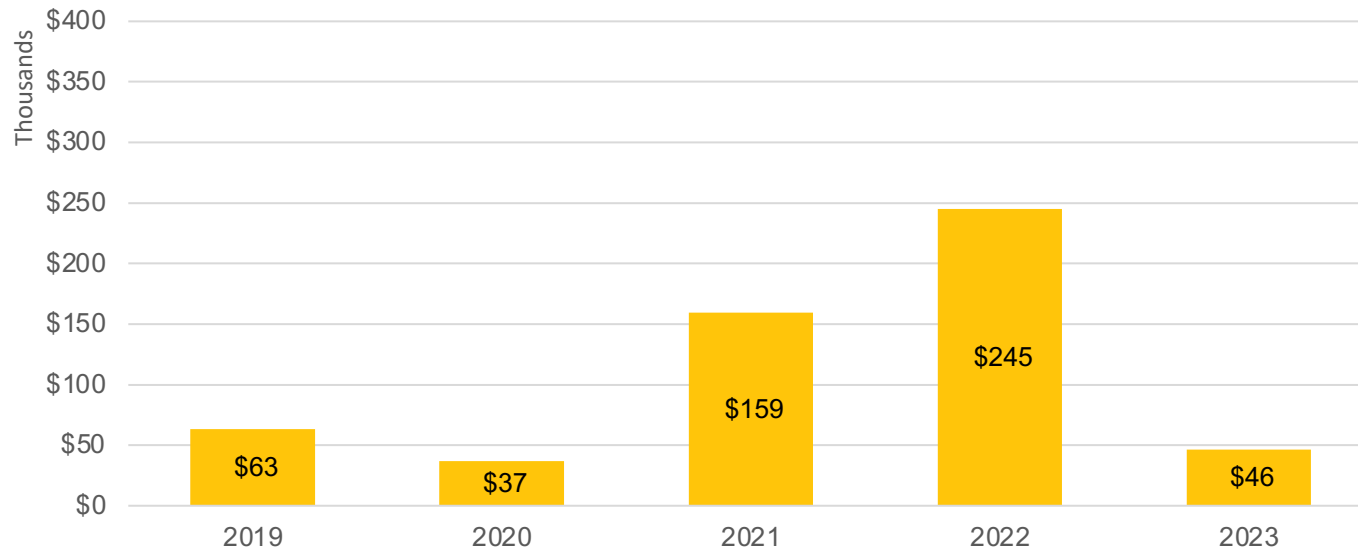
Earned Revenue, 2019-2023 (inflation adjusted)



The duration of federal relief funds has not matched the slower rebuild.

- While federal relief programs kept many organizations afloat during the pandemic and saved jobs in the arts, **2023 shows a wind-down of these funds as the last trickle of federal funding makes its way through local government re-granting programs.** Federal support covers the same level of expenses in 2023 as it did in 2019.
 - **Mid-sized organizations, particularly those with budgets between \$500K-\$1M,** benefitted greatly from federal support, which covered 100% of total expenses in 2022. However, federal support declined by 96% from 2022 to 2023.
 - **Performing arts organizations** were buoyed by federal relief funding during COVID related closures. In 2023, this funding diminished by 92%.

**Unrestricted Federal Government Support, 2019-2023
(inflation adjusted)**



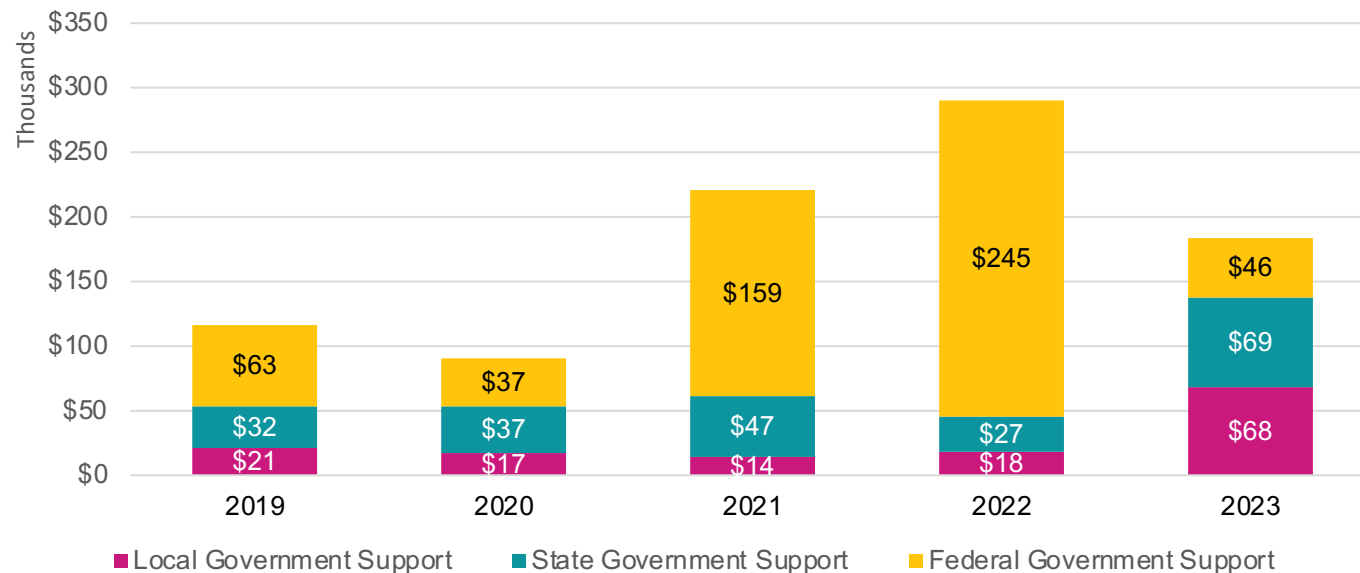
Inflation-adjusted % Change

	5-Year	1-Year
Total Government Support	+92%	-48%
Federal Support	-27%	-81%

In Chicago, all-time high local and state government funding dollars provide further relief.

- A surge in local and state-level government support received in FY 2023 (+287% , +159%) exemplifies the impact of state-appropriated funds and an increased budget to DCASE from Mayor Lightfoot. State and local government funding both surpass federal funding for the first time in the trend period.
 - **CARP grantee organizations** grew their state and local level support by more than six-fold, covering 7% of total expenses with localized public funding, compared to just 1% expense coverage in 2019.
 - **Small organizations** lost 13% of state funding dollars after adjusting for inflation, but more than tripled local funding, covering 17% of total expenses using local government support. From 2022 to 2023, state funding grew by 163%, covering 20% of total expenses.

**Unrestricted Government Support by Source, 2019-2023
(inflation adjusted)**



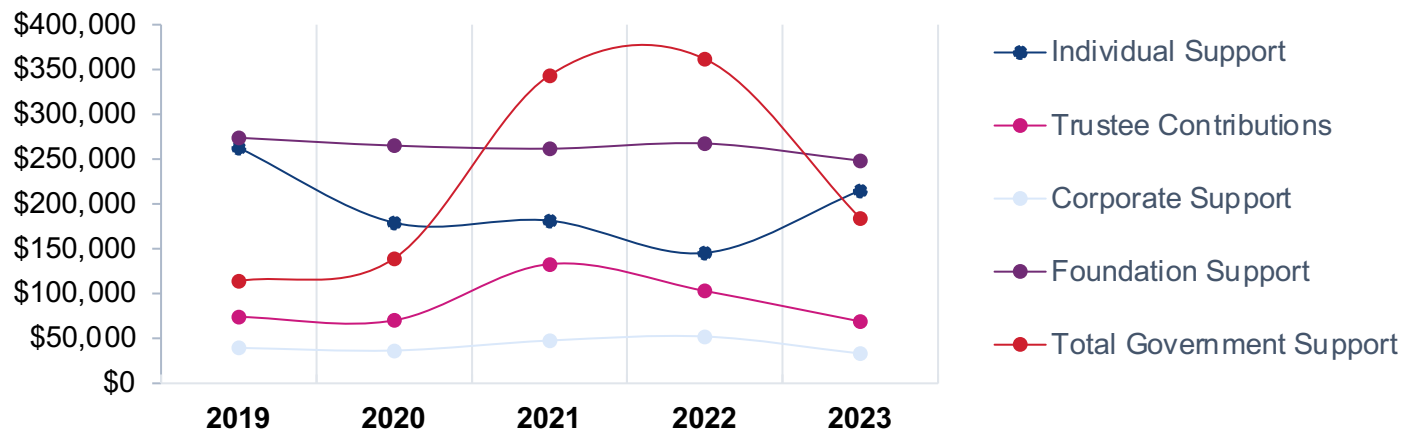
Inflation-adjusted % Change

	5-Year	1-Year
Local Support	+225%	+287%
State Support	+159%	+114%
Federal Support	-27%	-81%

Individual donors are showing more support for Chicago organizations...

- **Individual support shows promising growth, more than doubling from 2022 amounts and covering a greater proportion of expenses.** In 2023, individual donations surpassed government funds for the first time since 2020.
 - **BIPOC and other constituency serving organizations** increased individual donations by 56% and 31%, respectively, over the 5-year trend period and by 9% and 93% from 2022 to 2023.
 - **Large organizations** grew individual donations by 9% over the 5-year period, covering 11% more of total expenses. In 2023, they slightly increased donations (+3%) from the year prior, although it was not enough to cover the same levels of expenses.
 - **Small organizations** attracted 28% more contributed revenue through increased individual and foundation support in 2023 compared to 2022, covering 22% more of total expenses.
 - **CARP grantees** historically attracted more individual support on average compared to non-CARP grantees until 2023, when donations dropped 29% from the prior year.
 - **Performing Arts** organizations grew their individual donations by 28% from 2022 to 2023. However, individual giving remains 14% below pre-pandemic levels.

Unrestricted Contributed Revenue by Source, 2019-2023
(inflation adjusted)



Inflation-adjusted % Change

	5-Year	1-Year
Individual Support	-18%	+52%
Trustee Contributions	-7%	-31%
Corporate Support	-16%	-35%
Foundation Support	-9%	-5%
Government Support	+61%	-48%

...while Foundation and Trustee giving varies by organization type and size.

- **Foundation giving, a large proportion of contributed income, has fallen in 2023 and remains 5% below 2019 levels.** This can be compared to increases in foundation giving at the national level, presenting an opportunity to deepen foundation-organization relationships in Chicago.
 - **Large organizations** were the only budget cohort to maintain levels of foundation support that outpaced inflation.
 - **Mid-sized organizations** relied heavily on foundation support, covering over half of total expenses in 2021 and 2022. However, foundation funding for this group fell 43% from a five-year high in 2022, resulting in an overall 25% decline in foundation giving from 2019 to 2023.
 - **Small organizations** saw a 35% increase in foundation support from 2022 to 2023, enabling them to cover 25% more of their total expenses with this private funding source. Often excluded from federal funding opportunities, foundation support remains a critical funding stream for small organizations but is still 8% below 2019 levels after adjusting for inflation.
 - **Organizations serving other constituencies** hit a 5-year low of foundation support in 2023, with 5-year declines of 45% contributing to overall revenue reductions. In 2023, foundation giving only covered 16% of total expenses, compared to 37% in 2020.
 - **BIPOC organizations** maintained steady foundation support from 2019 to 2023, a 1% increase over time. However, due to rising costs, foundation giving covered 15% less of total expenses.
- **During 2021, the peak pandemic year, trustees stepped up their support. This growth began to falter in 2022, and trustee support fell an additional 31% in 2023.**
 - **Mid-Sized organizations** received huge boosts of trustee giving in 2021. From 2022 to 2023, trustee support declined by 52%, but remained 23% higher than 2019 levels.
 - **BIPOC organizations** received 47% less in trustee giving from 2019 to 2023. Although trustee giving represented 5% or less of total expenses, this decline stands in contrast to jumps in individual donations.
 - **Organizations in 'other' sectors (primarily community-based)** saw trustee support nearly triple over the trend period, with an additional 54% increase from 2022 to 2023. However, gains in trustee giving did not replace the large drop in earned income.

Staff retention and capacity is a challenge for many organizations.

- **In Chicago, organizations reduced both full-time and part-time staff in 2023, with an average loss of 1 full-time staff member and 4 part-time staff compared to 2019.** Nationally, while organizations have been rebuilding staff over the past two years, the average organization in 2023 still employed 12% fewer temporary staff than in 2019.

- Overall staffing declines in Chicago may reflect broader trends, as the city's population hit a 100-year low in 2023 due to significant domestic outmigration driven by better housing and employment opportunities elsewhere.

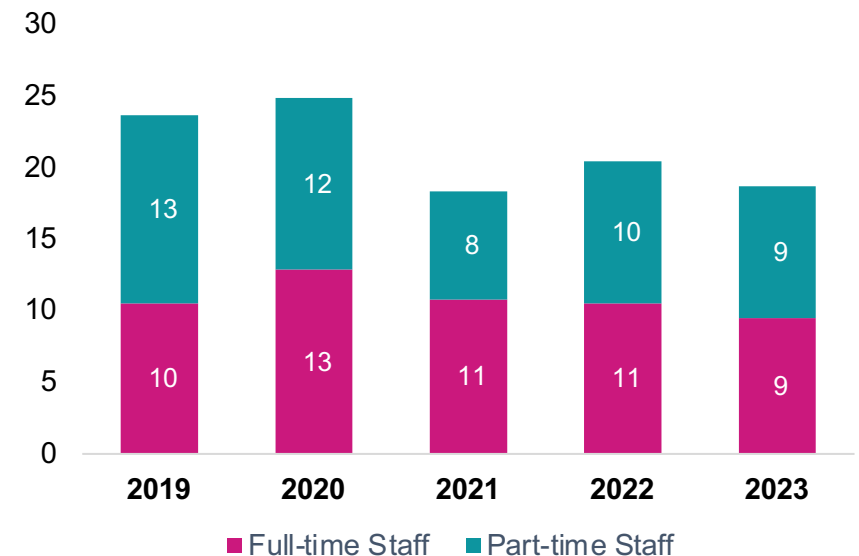
- **BIPOC organizations bucked staffing decline trends, adding 1 full-time and 3 part-time staff members between 2019 and 2023.**

- These organizations continue to rely heavily on part-time workers, in contrast to general public-serving organizations, where two-thirds of the workforce is full-time.

- **Large organizations added 2 full-time staff members from 2019 to 2023 while cutting 10 part-time positions.**

- This shift towards full-time workforce investment reflects the financial resilience of large organizations, who benefitted from increased surpluses during the trend period and one-year revenue boosts.
- However, relying on fewer full-time staff to absorb the workload of 10 eliminated part-time roles may strain capacity and pose risks to long-term operational sustainability.

Workforce Size, 2019-2023



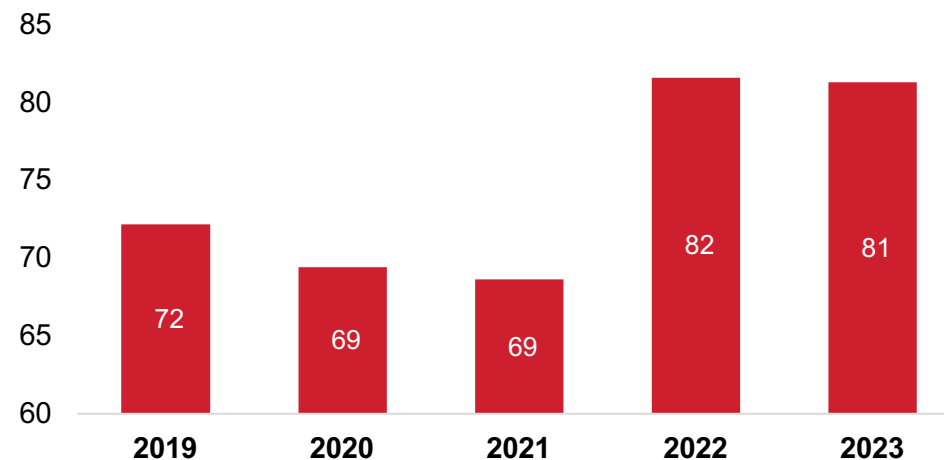
<https://www.illinoispolicy.org/chicago-population-hits-lowest-point-since-1920/>

<https://www.dallasfed.org/research/swe/2021/swe2104/swe2104b>

Despite payroll cuts, commitment to artistic hiring remains strong.

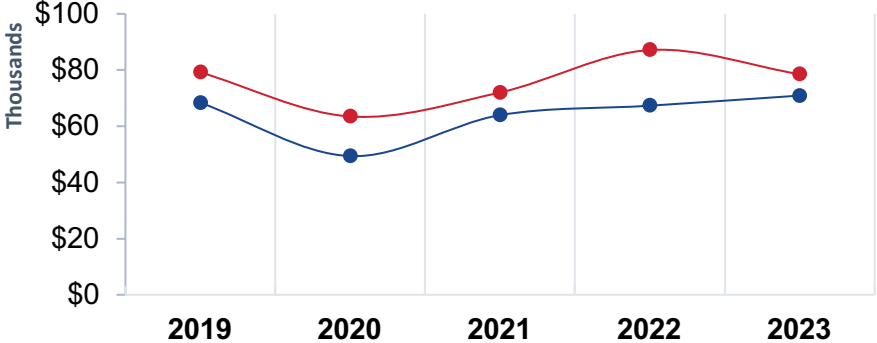
- **Personnel expenses grew 12% between 2022 and 2023, reflecting increased investment in the workforce, even as overall staff reductions occurred.**
 - These stable or increased expenses suggest higher pay for retained staff, demonstrating a focus on supporting key roles.
- **Despite full and part-time staff cuts, Chicago organizations remained committed to artists, hiring 9 more artists in 2023 compared to 2019.**
 - Artist counts rose across the board, with one in five organizations more than doubling artistic hires during this period.
- **The average organization slightly reduced artistic staff size by 1 from 2022 to 2023.**
 - **Other sector organizations** faced notable artistic workforce reductions, contributing to a 10% drop in earned income between 2022 and 2023.
 - **Small organizations** bucked trends, adding one additional artist on average, which may have contributed to their increased earned income from 2022 to 2023.
 - **Organizations serving other constituencies** also prioritized mission-critical artistic work, hiring three more artists in 2023 despite declining revenues, highlighting a strong commitment to their mission, though potentially straining operations as they seek stable funding.

Artistic Workforce Size, 2019-2023

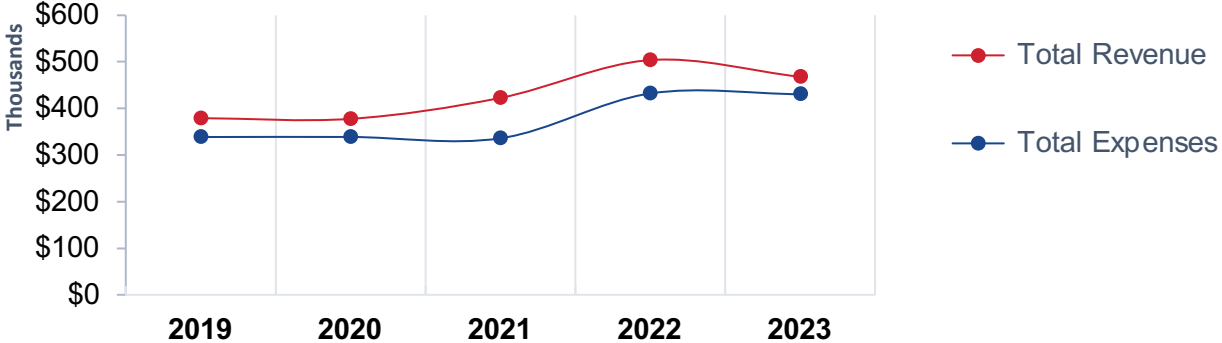


Revenue and Expense Growth, 2019-2023 (by Budget Size)

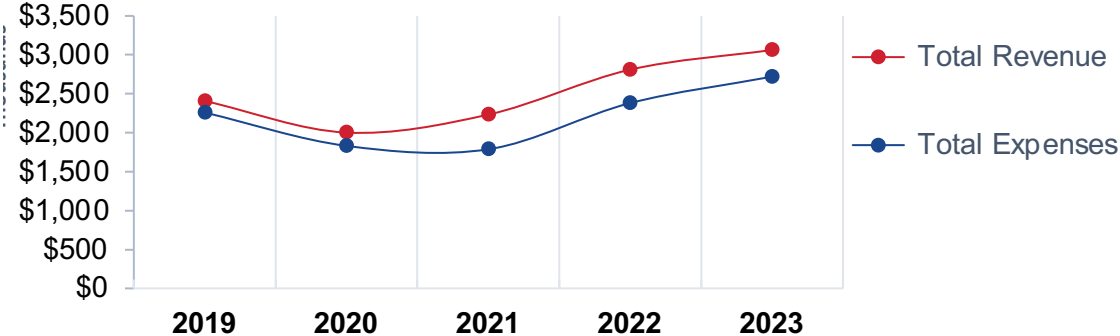
Small (Under \$150K), 2019-2023
Adjusted for inflation (19%)



Medium (\$150k-\$1M), 2019-2023
Adjusted for inflation (19%)



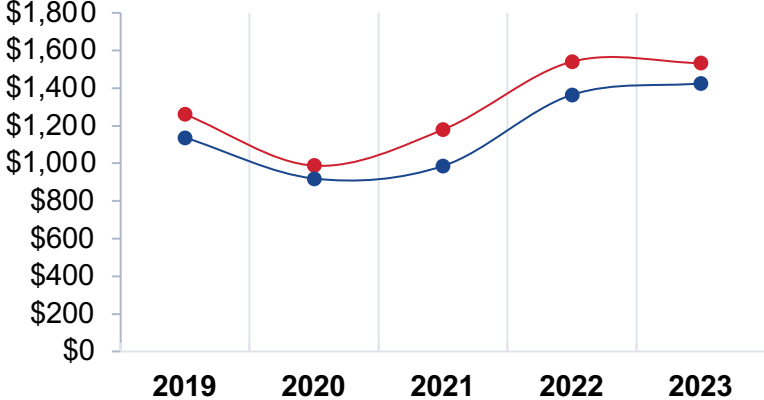
Large (Over \$1M), 2019-2023
Adjusted for inflation (19%)



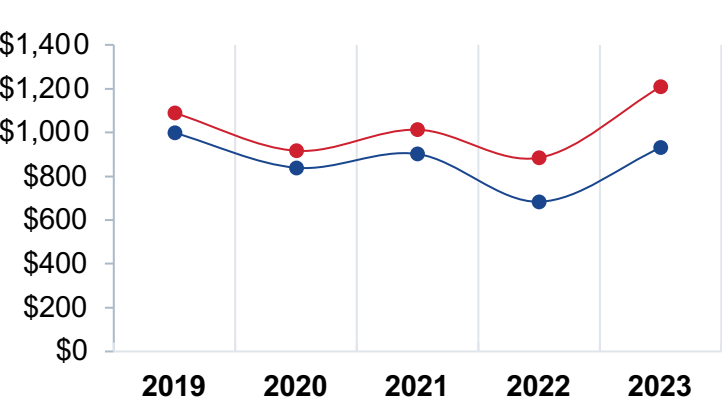
	2022-2023 1 Year Change		2019-2023 5-Year Change (19% Inflation Adj.)	
	Revenue	Expenses	Revenue	Expenses
Small: Under \$150k (n=101)	-10%	+5%	-17%	-13%
Medium: \$150k-\$1M (n=143)	-7%	0%	+4%	+7%
Large: Over \$1M (n=71)	+9%	+14%	+7%	+1%

Revenue and Expense Growth, 2019-2023 (by Discipline)

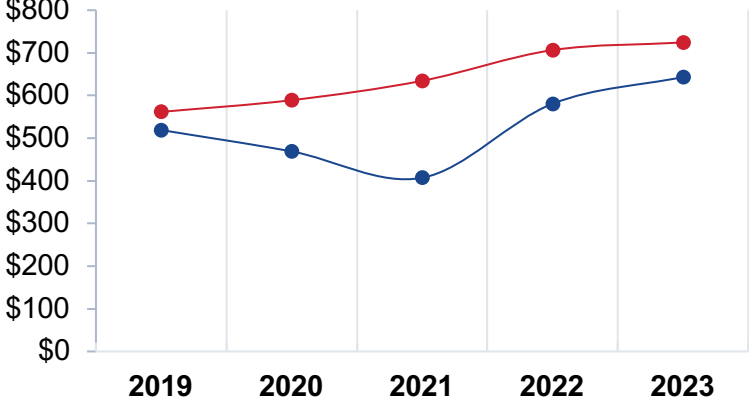
Arts Education, 2019-2023 Adjusted for inflation (19%)



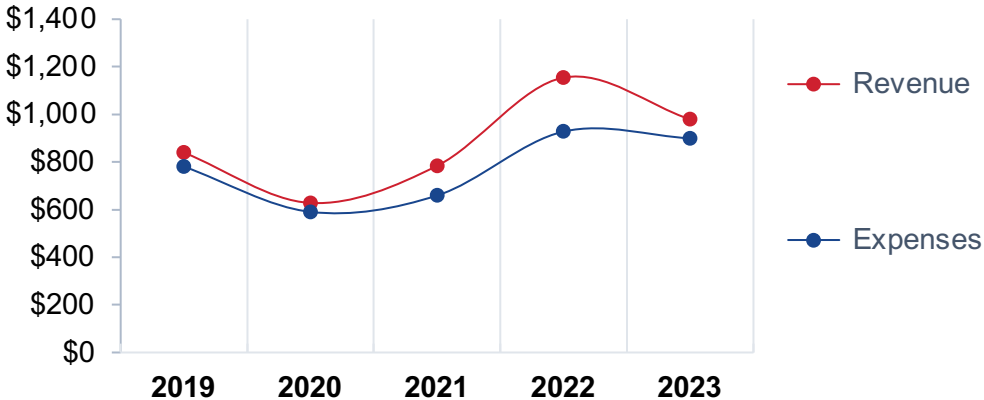
Film/TV Orgs of Interest, 2019-2023 Adjusted for inflation (19%)



Performing Arts, 2019-2023 Adjusted for inflation (19%)



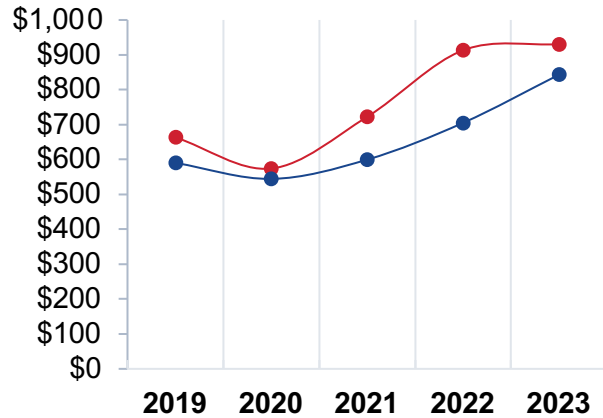
Other Org Types, 2019-2023 Adjusted for inflation (19%)



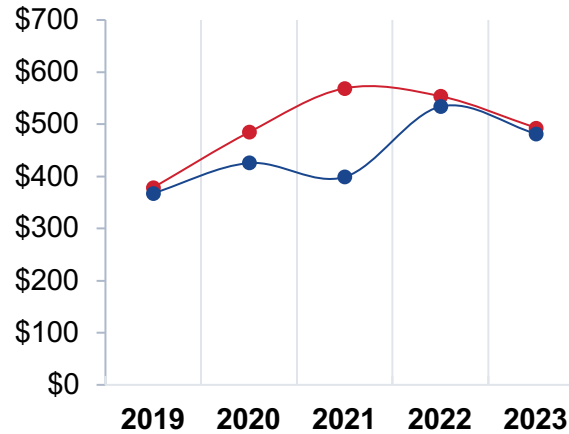
	2022-2023 1 Year Change		2019-2023 5-Year Change (19% Inflation Adj.)	
	Revenue	Expenses	Revenue	Expenses
Arts Education (n=31)	-1%	+4%	+2%	+5%
Film/TV Cohort (n=16)	+37%	+36%	-7%	-22%
Performing Arts (n=177)	-15%	-3%	-2%	-3%
Other (n=91)	+3%	+11%	+8%	+4%

Revenue and Expense Growth, 2019-2023 (by Mission/Served)

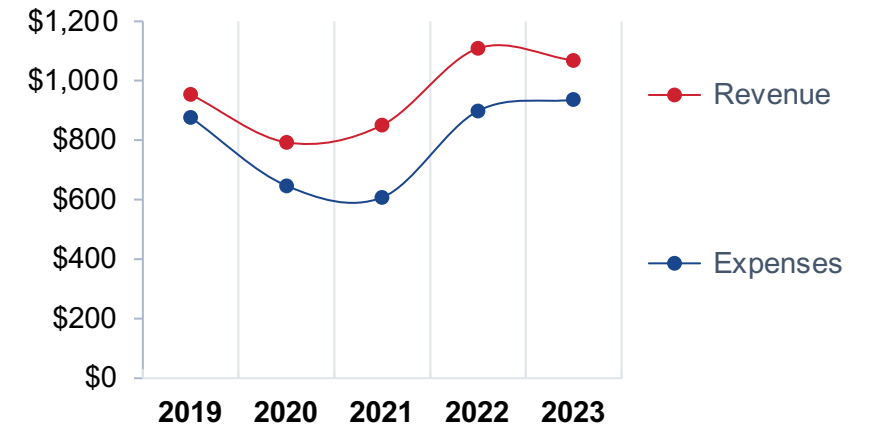
BIPOC, 2019-2023 Adjusted for inflation (19%)



Other Constituency, 2019-2023 Adjusted for inflation (19%)



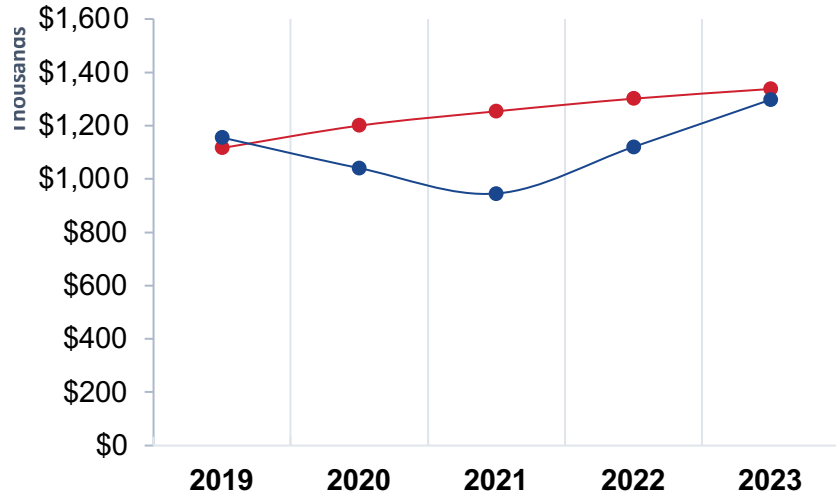
General Public, 2019-2023 Adjusted for inflation (19%)



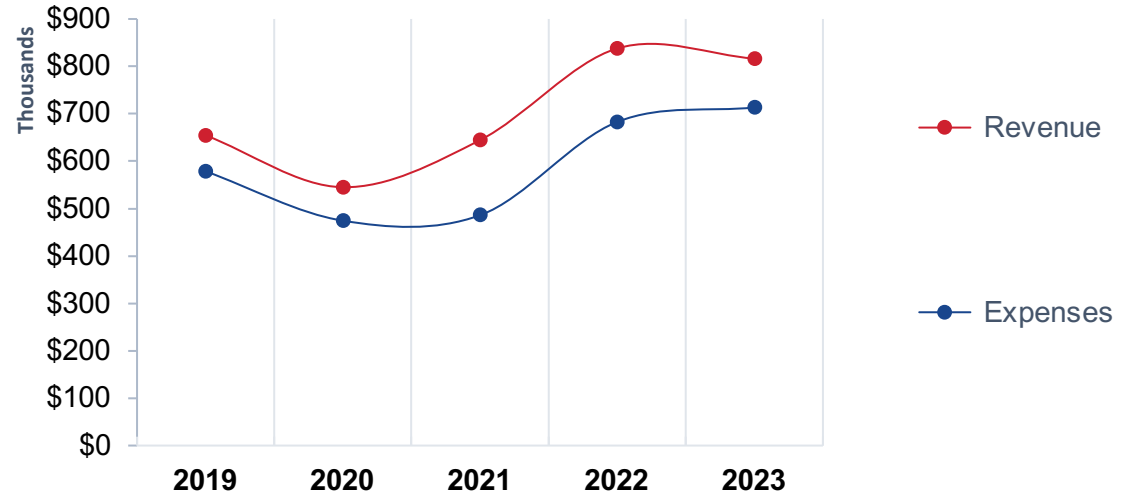
	2022-2023 1 Year Change		2019-2023 5-Year Change (19% Inflation Adj.)	
	Revenue	Expenses	Revenue	Expenses
BIPOC (n=100)	+2%	+20%	+18%	+20%
Other Constituency (n=66)	-11%	-10%	+9%	+10%
General Public (n=149)	-4%	+4%	-6%	-10%

Revenue and Expense Growth, 2019-2023 (by CARP funding)

CARP Grantee, 2019-2023 Adjusted for inflation (19%)



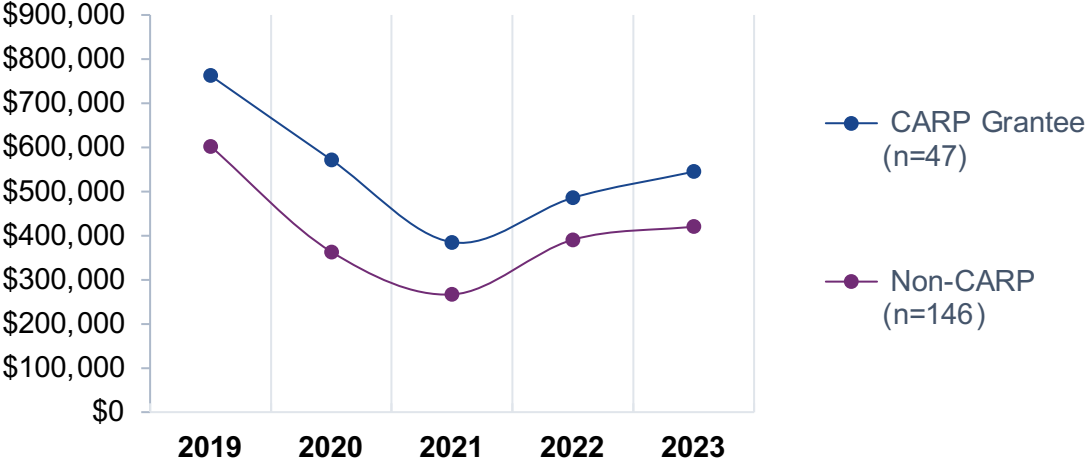
All Other Orgs, 2019-2023 Adjusted for inflation (19%)



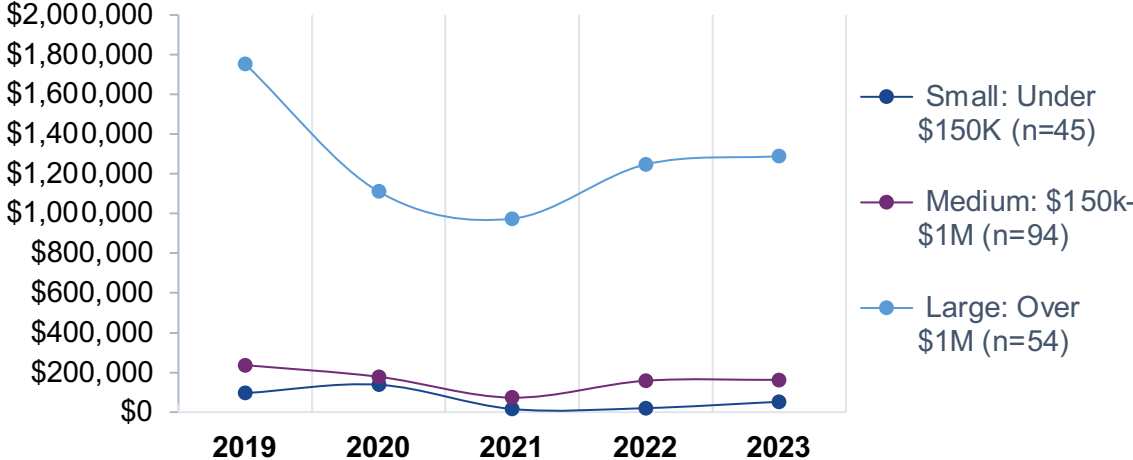
	2022-2023 1 Year Change		2019-2023 5-Year Change (19% Inflation Adj.)	
	Revenue	Expenses	Revenue	Expenses
CARP Grantee (n=52)	+3%	+16%	+1%	-6%
All Other Orgs (n=263)	-3%	+4%	+5%	+4%

Earned Income Growth, 2019-2023 (Adjusted for Inflation)

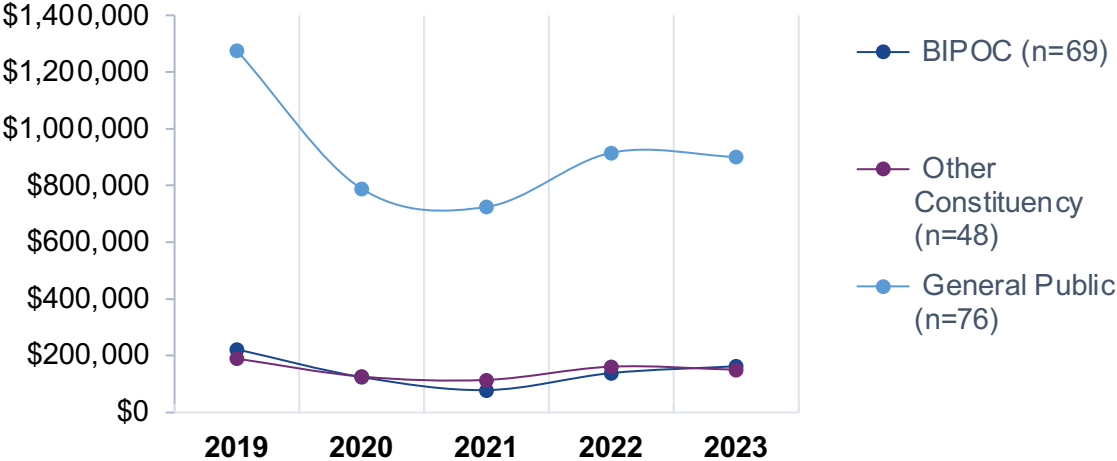
By CARP Funding



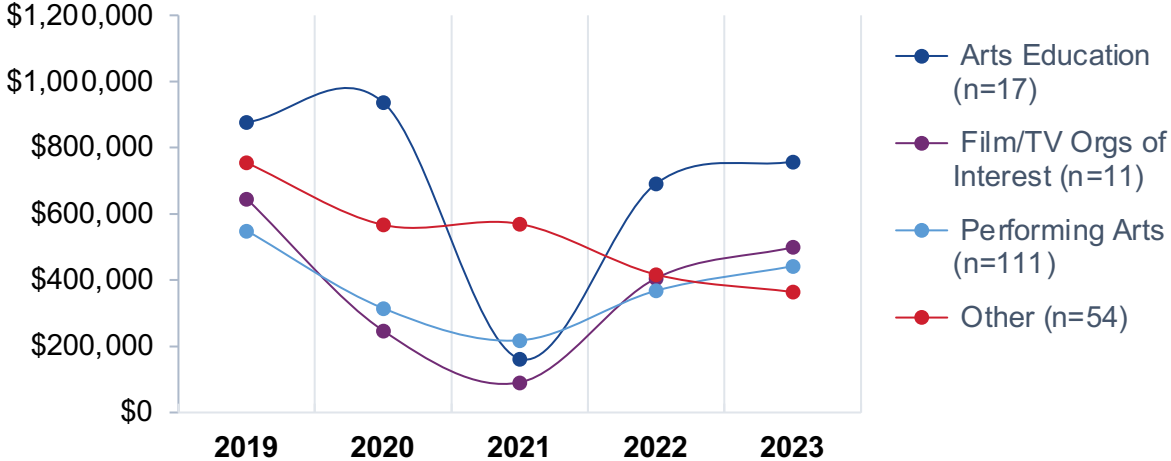
By Budget Size



By Mission/Served



By Sector



Government Support, 2019-2023

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Small: Under \$150k (n=101)	\$ 52,026	\$ 77,301	\$ 469,961	\$ 454,057	\$ 67,576	-85%	9%
Medium: \$150k-\$1M (n=143)	\$ 65,729	\$ 47,453	\$ 114,193	\$ 264,786	\$ 99,354	-62%	27%
Large: Over \$1M (n=71)	\$ 243,204	\$ 348,008	\$ 740,740	\$ 698,092	\$ 620,299	-11%	114%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Arts Education (n=31)	\$ 118,756	\$ 171,651	\$ 476,401	\$ 294,365	\$ 374,475	27%	165%
Film/TV Orgs of Interest (n=16)	\$ 64,765	\$ 40,188	\$ 164,599	\$ 162,415	\$ 217,855	34%	183%
Other (n=91)	\$ 240,273	\$ 286,135	\$ 669,497	\$ 530,552	\$ 319,989	-40%	12%
Performing Arts (n=177)	\$ 56,492	\$ 71,713	\$ 191,620	\$ 397,753	\$ 137,558	-65%	105%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
BIPOC (n=100)	\$ 67,765	\$ 89,026	\$ 226,808	\$ 189,659	\$ 248,643	31%	208%
General Public (n=149)	\$ 155,158	\$ 204,711	\$ 584,719	\$ 797,471	\$ 256,835	-68%	39%
Other Constituency (n=66)	\$ 82,082	\$ 84,898	\$ 126,700	\$ 151,981	\$ 82,742	-46%	-15%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
CARP Grantee (n=52)	\$ 82,469	\$ 126,489	\$ 357,571	\$ 616,094	\$ 285,532	-54%	191%
Non-CARP (n=263)	\$ 122,110	\$ 144,314	\$ 370,122	\$ 352,805	\$ 204,010	-42%	40%

5-Year % Change reflects inflation adjustment of 19%

Individual Support, 2019-2023

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Small: Under \$150k (n=44)	\$ 52,026	\$ 77,301	\$ 469,961	\$ 454,057	\$ 67,576	-85%	-33%
Medium: \$150k-\$1M (n=94)	\$ 65,729	\$ 47,453	\$ 114,193	\$ 264,786	\$ 99,354	-62%	-37%
Large: Over \$1M (n=54)	\$ 243,204	\$ 348,008	\$ 740,740	\$ 698,092	\$ 620,299	-11%	9%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Arts Education (n=17)	\$ 179,687	\$ 186,520	\$ 169,117	\$282,137	\$ 346,228	23%	62%
Film/TV Orgs of Interest (n=11)	\$ 106,600	\$ 69,193	\$ 2,441	\$153,207	\$ 104,816	-32%	-17%
Other (n=53)	\$ 68,761	\$ 43,492	\$ 36,395	\$71,251	\$ 88,401	24%	8%
Performing Arts (n=111)	\$ 214,421	\$ 240,821	\$ 254,429	\$ 171,200	\$ 219,942	28%	-14%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
BIPOC (n=69)	\$ 70,285	\$ 63,890	\$ 97,345	\$ 120,066	\$ 130,493	9%	56%
General Public (n=75)	\$ 356,828	\$ 409,018	\$ 508,004	\$ 351,461	\$ 308,140	-12%	-27%
Other Constituency (n=48)	\$ 63,501	\$ 74,688	\$ 64,137	\$ 51,337	\$ 99,028	93%	31%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
CARP Grantee (n=47)	\$ 229,116	\$ 282,326	\$ 313,885	\$ 226,164	\$ 159,890	-29%	-41%
Non-CARP (n=145)	\$ 150,844	\$ 148,472	\$ 151,271	\$ 147,407	\$ 201,285	37%	12%

5-Year % Change reflects inflation adjustment of 19%

Trustee Support, 2019-2023

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Small: Under \$150k (n=44)	\$ 2,784	\$ 2,826	\$ 3,192	\$ 2,741	\$ 2,813	3%	-15%
Medium: \$150k-\$1M (n=94)	\$ 25,304	\$ 37,400	\$ 97,902	\$ 68,881	\$ 34,975	-49%	16%
Large: Over \$1M (n=54)	\$ 205,027	\$ 194,721	\$ 367,443	\$ 349,710	\$ 208,060	-41%	-15%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Arts Education (n=17)	\$ 108,249	\$ 88,580	\$ 36,238	\$134,893	\$ 92,725	-31%	-28%
Film/TV Orgs of Interest (n=11)	\$ 34,918	\$ 36,232	\$ 250	\$104,001	\$ 41,471	-60%	0%
Other (n=53)	\$ 36,449	\$ 64,977	\$ 26,711	\$67,121	\$ 103,529	54%	139%
Performing Arts (n=111)	\$ 86,263	\$ 72,834	\$ 191,304	\$129,636	\$ 65,029	-50%	-37%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
BIPOC (n=69)	\$ 36,081	\$ 31,035	\$ 28,785	\$ 33,633	\$ 22,662	-33%	-47%
General Public (n=75)	\$ 140,883	\$ 144,435	\$ 412,594	\$ 324,345	\$ 149,191	-54%	-11%
Other Constituency (n=48)	\$ 39,858	\$ 35,399	\$ 22,083	\$ 9,941	\$ 41,971	322%	-12%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
CARP Grantee (n=47)	\$ 52,475	\$ 79,206	\$ 176,399	\$ 154,980	\$ 75,217	-51%	20%
Non-CARP (n=145)	\$ 80,965	\$ 68,269	\$ 130,696	\$ 105,972	\$ 76,922	-27%	-20%

5-Year % Change reflects inflation adjustment of 19%

Foundation Support, 2019-2023

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Small: Under \$150k (n=44)	\$ 21,653	\$ 22,859	\$ 26,739	\$ 17,581	\$ 23,808	35%	-8%
Medium: \$150k-\$1M (n=94)	\$ 151,465	\$ 168,939	\$ 177,975	\$ 235,503	\$ 135,171	-43%	-25%
Large: Over \$1M (n=54)	\$ 535,858	\$ 621,412	\$ 683,866	\$ 690,305	\$ 650,117	-6%	2%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Arts Education (n=17)	\$ 362,241	\$ 329,640	\$ 448,866	\$400,457	\$ 320,793	-20%	-26%
Film/TV Orgs of Interest (n=11)	\$ 113,100	\$ 175,618	\$ 50,000	\$94,667	\$ 409,129	332%	204%
Other (n=53)	\$ 334,021	\$ 228,139	\$ 370,156	\$340,587	\$ 377,886	11%	-5%
Performing Arts (n=111)	\$ 245,374	\$ 280,614	\$ 233,864	\$292,705	\$ 243,774	-17%	-17%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
BIPOC (n=69)	\$ 252,350	\$ 251,284	\$ 306,321	\$ 325,262	\$ 303,403	-7%	1%
General Public (n=75)	\$ 384,034	\$ 375,294	\$ 404,981	\$ 436,841	\$ 412,652	-6%	-10%
Other Constituency (n=48)	\$ 132,176	\$ 158,971	\$ 119,576	\$ 127,223	\$ 93,241	-27%	-41%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
CARP Grantee (n=47)	\$ 257,629	\$ 257,474	\$ 229,261	\$ 336,857	\$ 272,733	-19%	-11%
Non-CARP (n=145)	\$ 279,711	\$ 271,355	\$ 300,123	\$ 300,271	\$ 302,898	1%	-9%

5-Year % Change reflects inflation adjustment of 19%

Corporate Support, 2019-2023

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Small: Under \$150k (n=44)	\$ 2,073	\$ 2,130	\$ 1,390	\$ 2,815	\$ 1,863	-34%	-24%
Medium: \$150k-\$1M (n=94)	\$ 25,795	\$ 18,846	\$ 25,152	\$ 35,374	\$ 19,824	-44%	-35%
Large: Over \$1M (n=54)	\$ 78,660	\$ 89,792	\$ 121,123	\$ 136,870	\$ 104,635	-24%	12%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
Arts Education (n=17)	\$ 42,942	\$ 50,751	\$ 55,673	\$42,742	\$ 40,887	-4%	-20%
Film/TV Orgs of Interest (n=11)	\$ 62,374	\$ 2,746	--	\$104,390	\$ 121,261	16%	63%
Other (n=53)	\$ 44,009	\$ 36,367	\$ 36,816	\$131,106	\$ 43,118	-67%	-18%
Performing Arts (n=111)	\$ 39,612	\$ 37,949	\$ 55,420	\$44,311	\$ 30,039	-32%	-36%

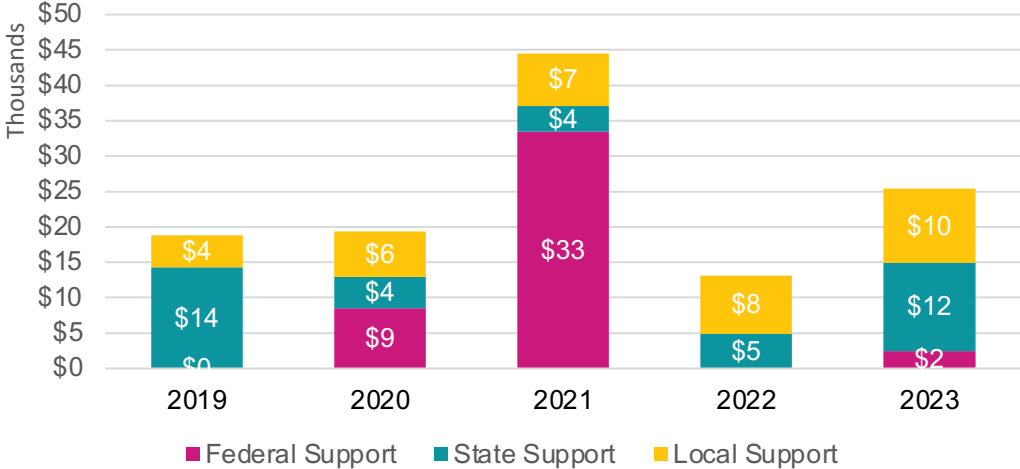
	2019	2020	2021	2022	2023	1-Year % change	5-year % change
BIPOC (n=69)	\$ 32,749	\$ 45,307	\$ 30,414	\$ 31,563	\$ 29,469	-7%	-24%
General Public (n=75)	\$ 54,547	\$ 33,432	\$ 98,467	\$ 141,771	\$ 60,398	-57%	-7%
Other Constituency (n=48)	\$ 39,065	\$ 29,433	\$ 23,017	\$ 10,161	\$ 22,124	118%	-52%

	2019	2020	2021	2022	2023	1-Year % change	5-year % change
CARP Grantee (n=47)	\$ 34,901	\$ 34,135	\$ 33,535	\$ 51,570	\$ 28,938	-44%	-30%
Non-CARP (n=145)	\$ 45,405	\$ 38,116	\$ 57,701	\$ 64,518	\$ 43,091	-33%	-20%

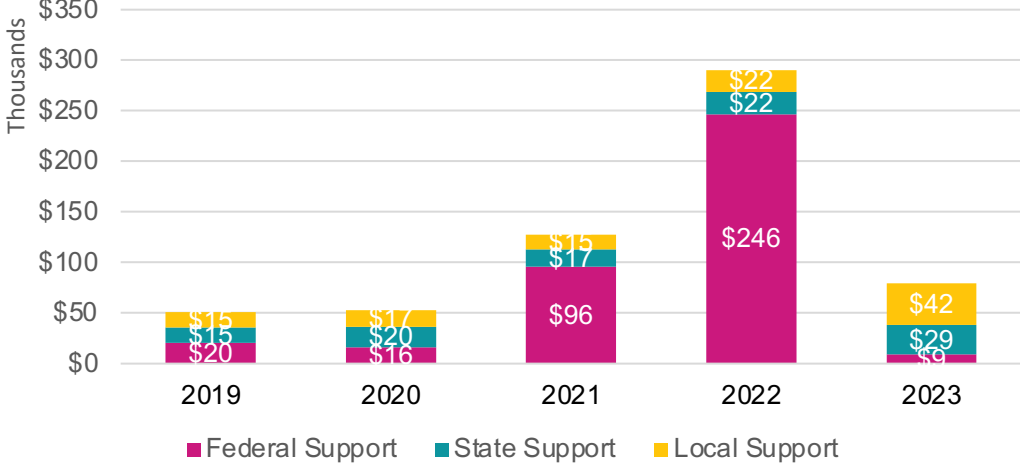
5-Year % Change reflects inflation adjustment of 19%

Government Support by Source, 2019-2023 (by Budget Size)

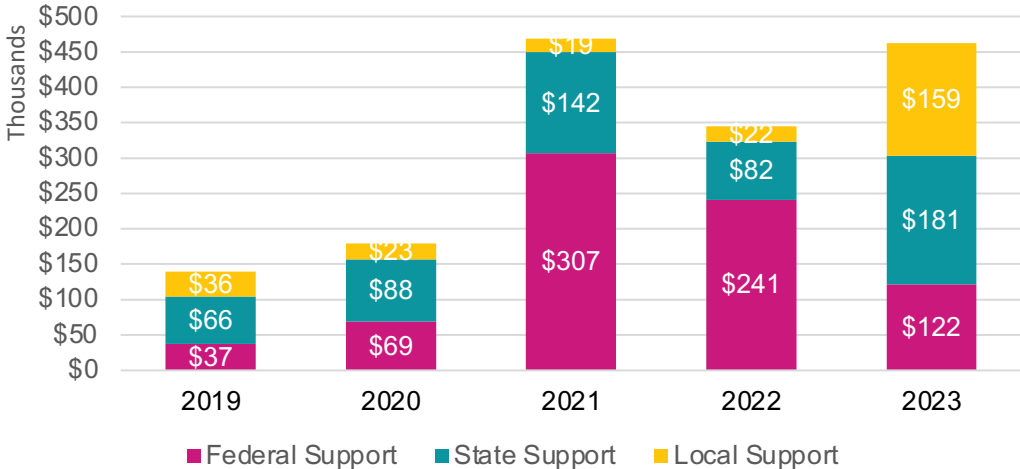
Small: Under \$150K (n=44)



Medium: \$150k-\$1M (n=94)



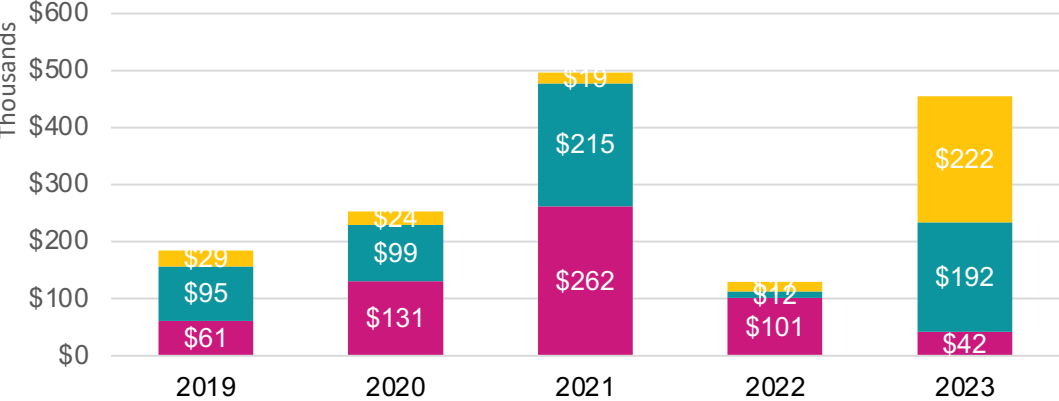
Large: Over \$1M (n=54)



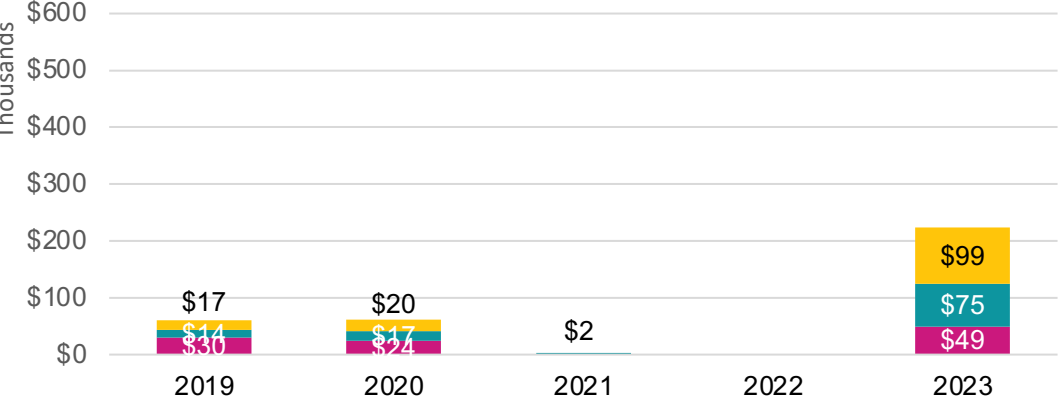
Adjusted for inflation

Government Support by Source, 2019-2023 (by Discipline)

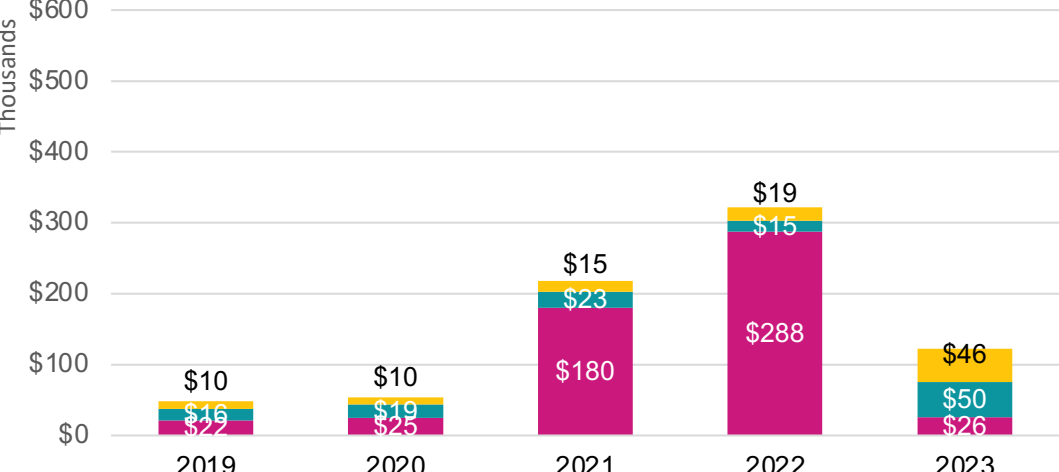
Arts Education (n=17)



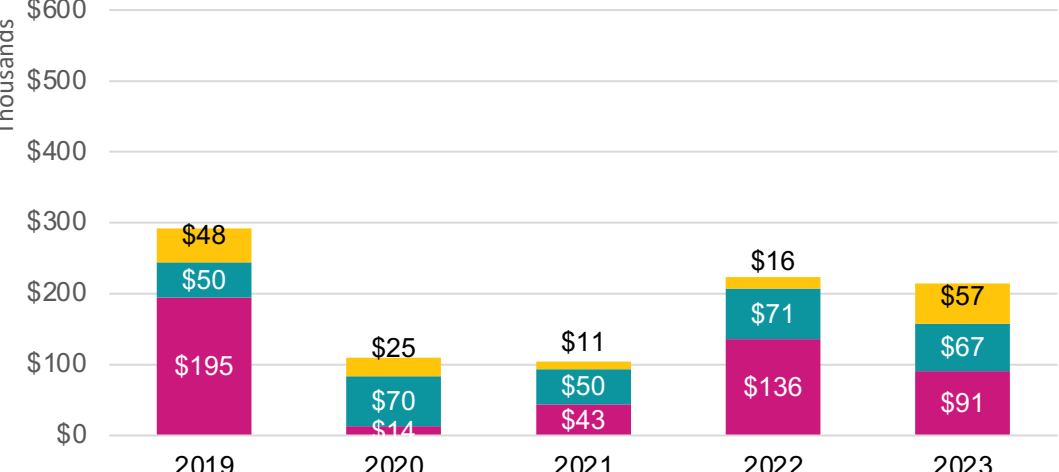
Film/TV Orgs of Interest (n=11)



Performing Arts (n=111)



Other Sector (n=53)

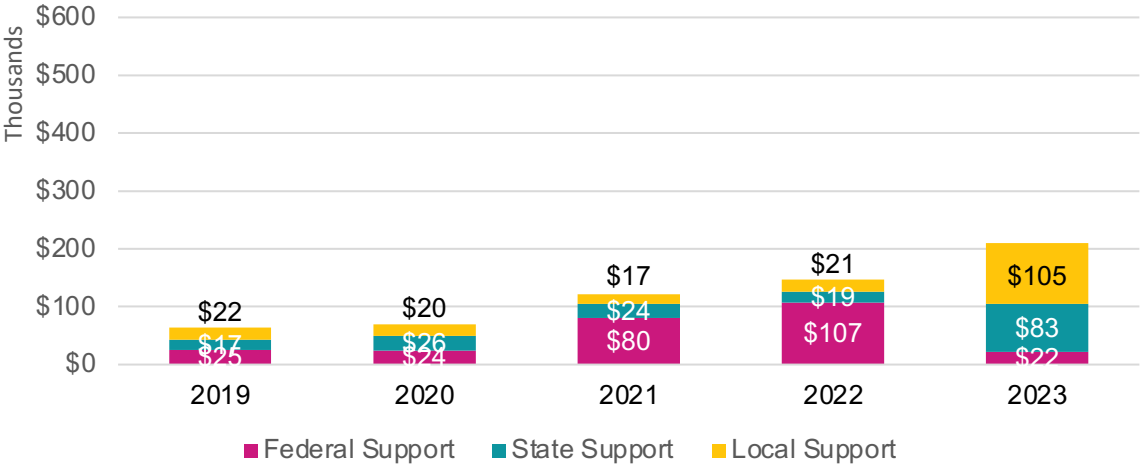


Federal Support State Support Local Support

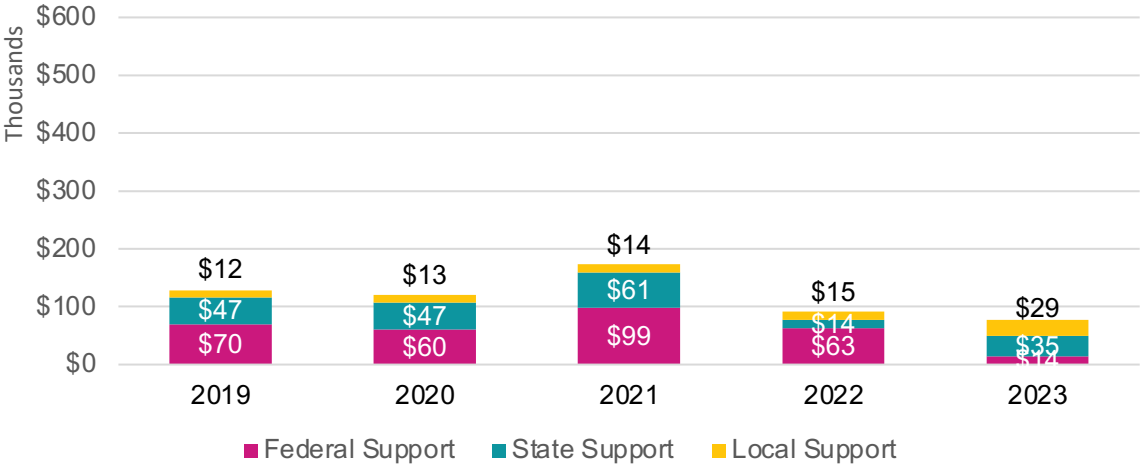
Adjusted for inflation

Government Support by Source, 2019-2023 (by Mission/Served)

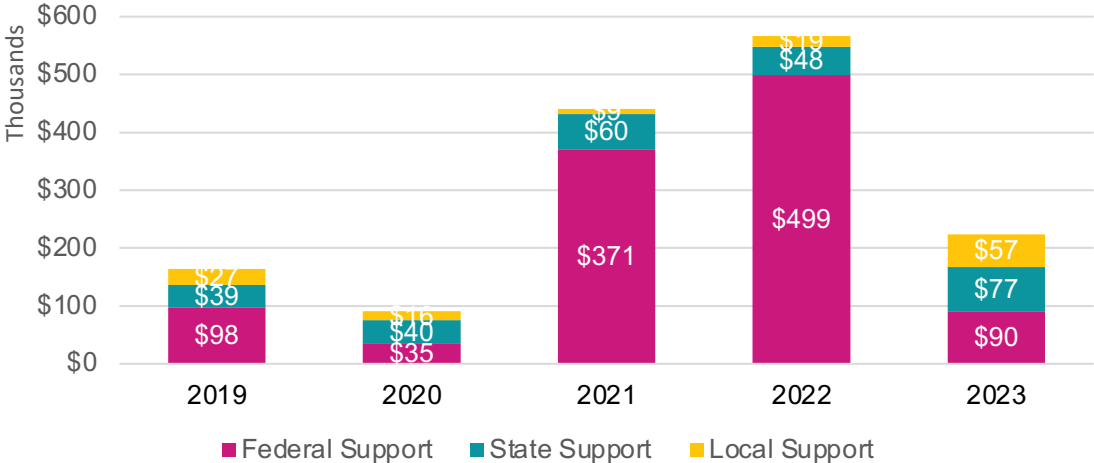
BIPOC (n=69)



Other Constituency (n=48)



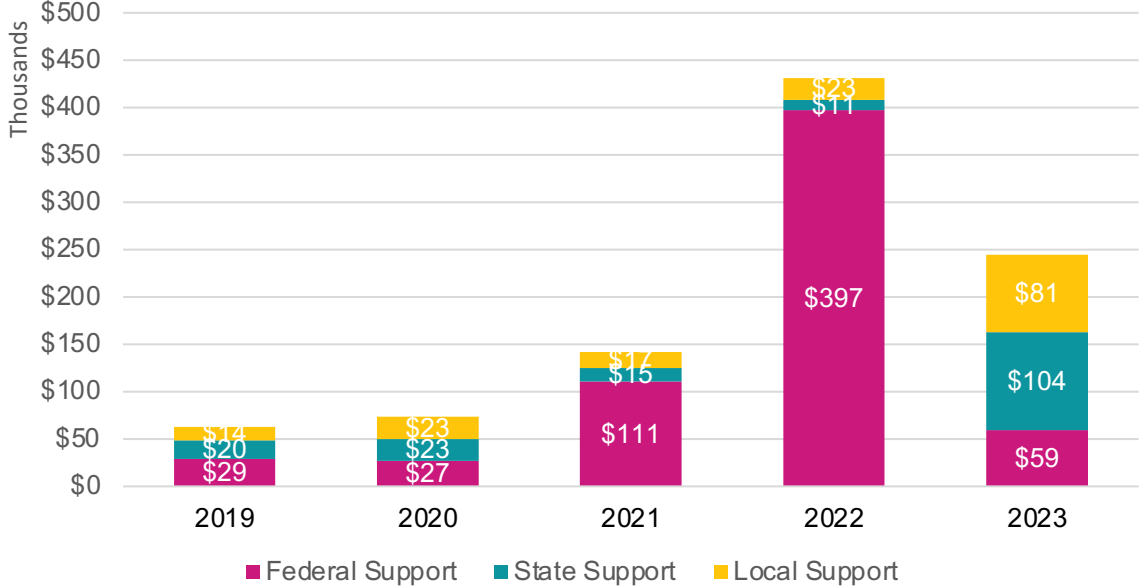
General Public (n=75)



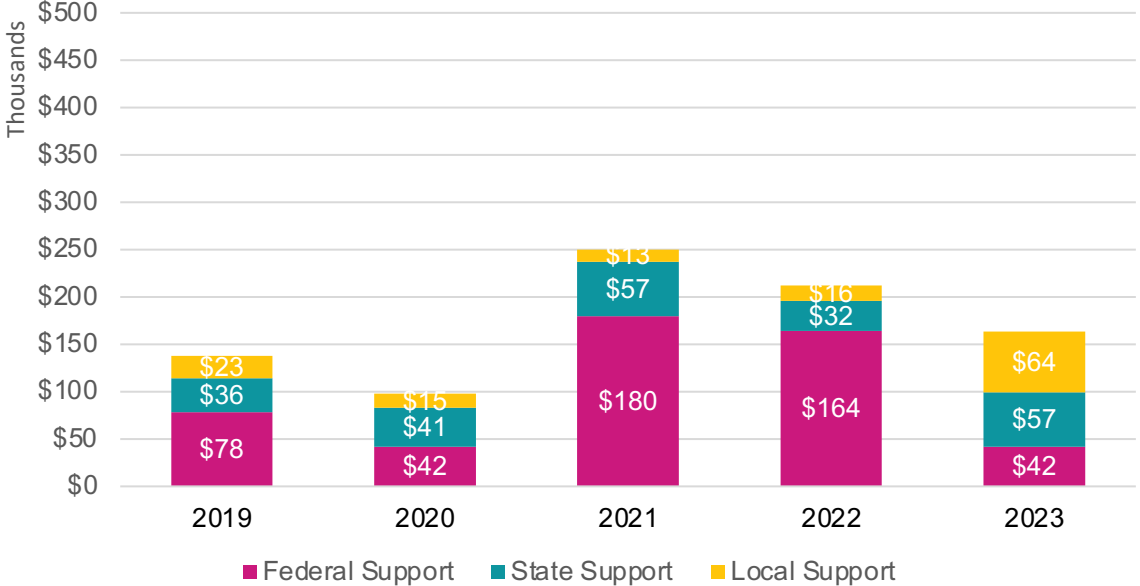
Adjusted for inflation

Government Support by Source, 2019-2023 (by CARP funding)

CARP Grantee (n=47)



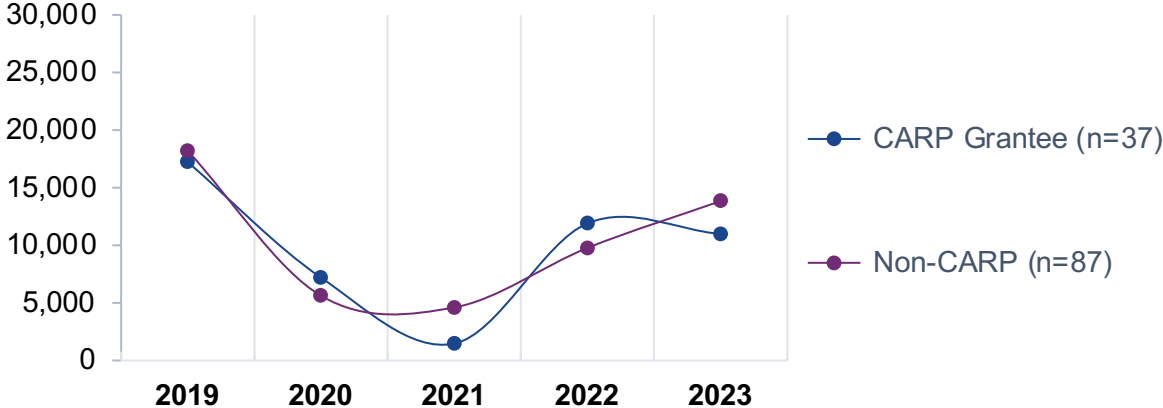
All Other Orgs (n=145)



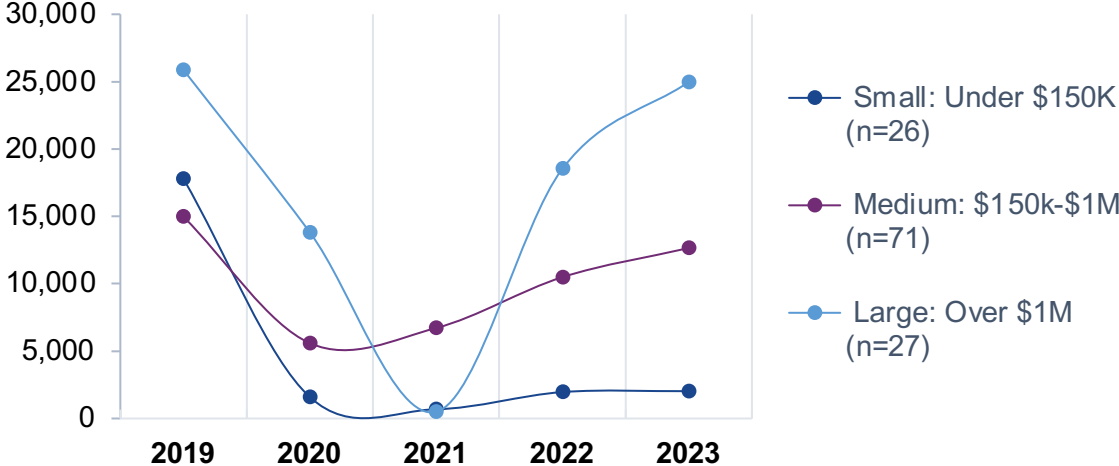
Adjusted for inflation

In-Person Attendance, 2019-2023

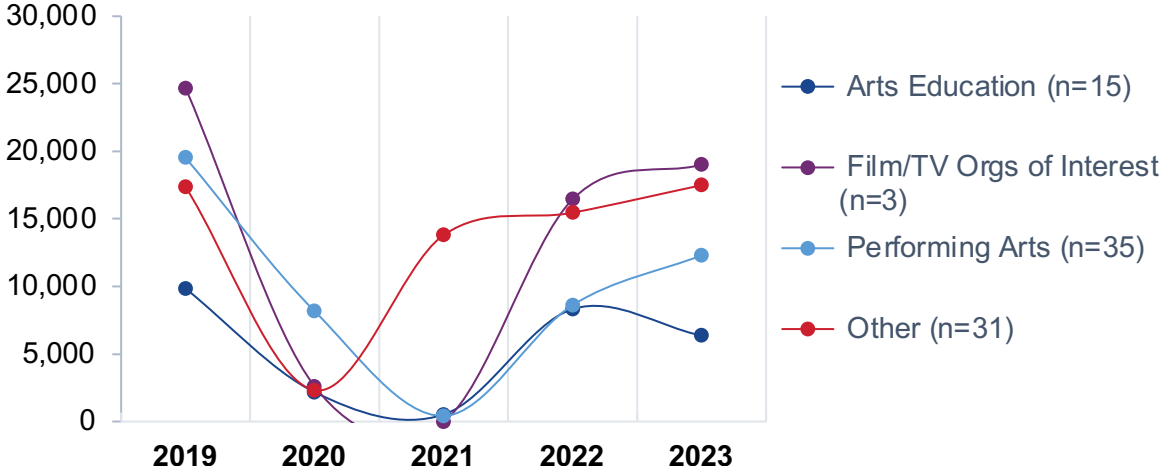
In-Person Attendance, 2019-2023 (By CARP Funding)



In-Person Attendance, 2019-2023 (By Budget Size)



In-Person Attendance, 2019-2023 (By Discipline)



In-Person Attendance, 2019-2023 (By Mission/Served)

