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SEATTLE, WA 98104
4CULTURE.ORG

Doors Open Implementation Plan

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1. Executive Summary

In December 2023, King County passed Ordinance 19710, creating the King County Doors Open cultural access program.¹ This legislation levies a 0.1 percent sales tax in King County to fund arts, heritage, science, and historical preservation non-profit organizations to increase the public benefits that cultural organizations provide throughout King County.

Ordinance 19710 requires transmittal of an implementation plan to the King County Council. This plan details the Doors Open program priorities and processes for administering funding. It provides an assessment framework for how the program will measurably increase access to cultural offerings for King County residents and visitors, especially those living in underserved areas.

Doors Open maintains and builds upon 4Culture’s core programs that address the critical needs of cultural organizations located in and serving King County. Doors Open allows 4Culture to:

- Enhance and extend the reach and offerings of cultural organizations
- Ensure continued and expanded access to cultural facilities and the programs of cultural organizations by underserved populations
- Provide financial support for cultural organizations to continue and extend the numerous public benefits they provide

Doors Open meets these ordinance-defined goals through six Program Areas: Sustained Support, Public School Cultural Access, Public Free Access, Building for Equity, Countywide Initiatives, and Launch; and two investment areas: Outside of Seattle and Communities of Opportunity. The Implementation Plan allocates projected Doors Open revenue in accordance with Section 8 of Ordinance 19710, as follows:

2024	2025 - 2031
<ul style="list-style-type: none"> • 2 percent for repayment of start-up funding; • 3 percent for administrative costs; • 67 percent for one-time capital and one-time operating support programs; <ul style="list-style-type: none"> ○ 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and cultural organizations providing mentoring services ○ 25 percent supports organizations outside of Seattle • Remaining funding to 2025 programs 	<ul style="list-style-type: none"> • 3 percent for administrative costs; • 72 percent for Doors Open programs, of which, 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and cultural organizations providing mentoring services; <ul style="list-style-type: none"> ○ 15 percent Public school access program ○ 3 percent Launch funding ○ 10 percent Building for Equity ○ 15 percent Public Free Access ○ 7 percent Countywide initiatives and projects ○ 50 percent Sustained Support • 25 percent for Outside of Seattle, of which, 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity

Doors Open Implementation Plan-on-a-Page

	2024 Doors Open Programs ²		2025-2031: Doors Open ³					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
Estimated Annual Funding	\$24.1M [Ord. 8.A.3.a]	\$24.1M [Ord. 8.A.3.a]	\$48.5M [Ord. 8.B.2.f]	\$14.6M [Ord. 8.B.2.a]	\$14.6M [Ord. 8.B.2.e]	\$9.7M [Ord. 8.B.2.d]	\$6.8M [Ord. 8.B.2.c]	\$2.9M [Ord. 8.B.2.b]
Programming or projects outside Seattle⁴	Minimum of \$6M	Minimum of \$6M	Minimum of \$24.3M across all programs					
Programming in Communities of Opportunity (COO) or for vulnerable populations⁵	Minimum of \$2.4M	Minimum of \$2.4M	Minimum of \$9.7M across all programs					
Grant Cycle/Timeline	One Time (first awards announced in December 2024)	One Time (first awards announced in December 2024)	Triennial	Annual	Annual	Annual	Annual	Annual
Estimated Number of applicants	175 to 225 projects	<ul style="list-style-type: none"> Heritage: 90 Preservation: 30 Arts: 500 Science and Tech: 80 	<ul style="list-style-type: none"> Heritage: 90 Preservation: 30 Arts: 500 Science and Tech: 80 	350 orgs across four disciplines	300 orgs across four disciplines	200 orgs across four disciplines	50 orgs across four disciplines	25-50 orgs across four disciplines
Primary Program Objective	Funding for building, remodeling, and buying specialized space that houses and facilitates cultural work	Funding to help organizations amplify their programming and support delivery of their mission	Help meet the ongoing needs of cultural organizations	Increase public school student access to cultural educational experiences	Increase access to cultural offerings	Support cultural building projects and create a pathway to equitable facilities funding	Support regional initiatives for cultural workforce development	Ensure that all areas and communities in the county have access to cultural experiences
Key Program Features	<ul style="list-style-type: none"> Project size categories; goal to fund the top 10% to 20% in each category Prioritizes projects that can begin within two years Prioritizes greater % of project funding for projects under \$1M Cultural space contribution requirements for projects greater than \$10M 	<ul style="list-style-type: none"> Low barrier application Panels by discipline 	<ul style="list-style-type: none"> Provides multi-year funding (up to three years) for operations or programming Low barrier application Panels by discipline 	<ul style="list-style-type: none"> Establishes central database Provides funding for cultural education offerings through programs at schools and cultural facilities Provides transportation funding for eligible school districts Helps schools and cultural organizations develop shared learning goals and a program plan 	<ul style="list-style-type: none"> Provides multi-year funding Low barrier application Reimbursement to orgs for the cost of free and reduced programming 	<ul style="list-style-type: none"> Provides multi-year funding Builds on Facilities and Capacity Building programs Adds equitable funding strategies to Equipment, Landmarks Capital, Emergency Capital programs Cultural space contribution requirements for eligible orgs 	<ul style="list-style-type: none"> Multi-year project-based funding for orgs providing services for cultural practitioners Support for workforce and career development 	<ul style="list-style-type: none"> Provides multi-year funding Start-up cost funding Multi-year operating support to new + emerging orgs Funding paired with capacity building + technical assistance

² For the purposes of the Implementation Plan, 2024 Doors Open funding amounts assume a \$48.1M in revenue for 2024 grants. Actual revenues may be higher or lower. Not included in the 2024 Programs list is startup and administrative funding (2% and 3% of revenue, respectively).

³ For the purposes of the Implementation Plan, 2025-2031 Doors Open funding is an estimated \$100M annual funding. This was the estimate presented and used during the ordinance process. Annual fund projections may be lower or higher. Not included in the 2025-2031 programs list is administrative funding which is up to 3% of revenue, annually).

⁴ Programming for projects and programs outside Seattle is included in both the 2024 Doors Open program estimated annual funding and the 2025-2031 Doors Open programs estimated annual funding.

⁵ Programming for COO and vulnerable population programming is included in both the 2024 Doors Open program estimated annual funding and the 2025-2031 Doors Open programs estimated annual funding.

	2024 Doors Open Programs ²		2025-2031: Doors Open ³					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
Outreach and Engagement Highlights	<ul style="list-style-type: none"> Community Connectors (1:1 pre-submittal application support) Application workshops 4Culture engagement and comms channels 	<ul style="list-style-type: none"> Application workshops Strategic advertising 4Culture engagement and comms channels 	<ul style="list-style-type: none"> Application workshops Strategic advertising 4Culture engagement and comms channels 	<ul style="list-style-type: none"> Leverage 2024 stakeholder outreach PSESD touchpoints District and school outreach 4Culture engagement and comms channels 	<ul style="list-style-type: none"> Strategic advertising 4Culture engagement and comms channels 	<ul style="list-style-type: none"> Community Connectors Application workshops 4Culture engagement and comms channels 	<ul style="list-style-type: none"> Application workshops Strategic advertising 4Culture engagement and comms channels 	<ul style="list-style-type: none"> Community Connectors Strategic advertising 4Culture engagement and comms channels

2. Implementation Plan Background

A. Introduction to Cultural Access Programs

In 2015, the Washington State Legislature passed ESHB 2263 which provides for the creation of local cultural access programs.⁶ The law allows Washington counties to create cultural access programs that provide funding for public school access to arts, science, and heritage organizations and for cultural organizations to provide increased public benefits.

Washington's cultural access law was modeled after the Denver Scientific and Cultural Facilities District (DSCF), which was created in 1989 and is funded through a 0.1 percent sales tax collected in the seven-county Denver, Colorado metropolitan area.⁷

In King County, the program can be funded by up to 0.1 percent of sales tax for seven years, after which it may be renewed. The funds must be used for public benefits and may not supplant county and state funds customarily provided to cultural organizations.

In April 2023, the state passed HB1575 which changed state law⁸ to allow for county legislative authorities to impose a cultural access program sales tax of up to 0.1 percent by ordinance. Additionally, if a county has not imposed a cultural access program sales tax by December 31, 2024, a city within that county may do so. The statute does not allow a county and city within that county to concurrently impose a cultural access program sales tax.

B. Overview of 4Culture

The King County Council created 4Culture, King County's Cultural Public Development Authority (PDA), in 2002 in order "to support, advocate for and preserve the cultural resources of the region in a manner that fosters excellence, vitality and diversity."⁹ 4Culture replaced the functions of King County's former Office of Cultural Resources in order to exercise the powers vested in PDAs under state law and realize operating efficiencies through operating independently of county government.¹⁰

4Culture's name was derived from the agency's four, original cultural programs. With Doors Open, 4Culture will include Science in its cultural funding program list.

- **Arts.** 4Culture provides capital and operating grant funding for individual artists, groups, and community organizations.
- **Heritage.** 4Culture provides capital and operating grant funding for organizations focused on building the historical record, preserving, and enhancing the character of the region, and sharing local heritage resources.

⁶ RCW 36.160

⁷ <http://scfd.org/>

⁸ RCW 82.14.525

⁹ King County Ordinance 14482

¹⁰ [King County - File #: 2002-0365](#)

- **Preservation.** 4Culture provides project, capital, and operating support to aid in the historic preservation of buildings, neighborhoods, and landscapes. The organization also provides support for heritage tourism for King County communities.
- **Public Art.** 4Culture manages the County’s 1% for Art program and manages public art installations and the King County Public Art Collection on behalf of King County government.

These cultural programs are established in the King County Code (K.C.C.) Chapter 2.48, which also states that 4Culture is responsible for administering grants to cultural organizations, groups, public agencies, and individuals in King County. Those grant programs are categorized into the areas of support for projects, buildings and equipment, and operations and are to be administered according to code provisions and guidelines and procedures adopted by 4Culture

4Culture Governance and Accountability

4Culture is governed by a fifteen-member Board of Directors. Directors are to have a demonstrated commitment to and knowledge of cultural resources, be active and experienced in community and civic issues and concerns and can evaluate the needs of cultural constituencies in the region. Directors must be residents of King County and are to be chosen to reflect the geographic and cultural diversity of the County.¹¹ Directors are appointed by King County Councilmembers and the Executive and confirmed by the Council.¹²

C. Foundational Policies and Plans

The following policies and plans are central to 4Culture’s existing programming and operations and are a reference point for the history of cultural development policy in King County.

- [Charter and Bylaws of the Cultural Development of King County](#) (last updated October 9, 2019, through Ordinance 19036)
- 2019 King County 4Culture Task Force Briefing Book and Report
 - The Briefing Book supported the 27-member King County 4Culture Task Force, charged with assessing and evaluating 4Culture’s governance structure, processes, and practices through an equity and social justice lens.
 - The Report, authored by Janet Brown, former President of Grantmakers in the Arts and a nationally facilitator and consultant, included detail on the community meetings and listening sessions conducted by the Task Force, an overview of 4Culture operations, and recommendations for 4Culture moving forward. The document also includes a comparison of 4Culture with organizations across the United States focused on People of Color/Native organizations, small-midsized organizations, and communities outside urban centers.
- [2019 Building for Equity Agreement for Implementation](#) (Ordinance 18939): legislation enabling 4Culture to partner with King County in using an advance on future lodging tax proceeds to fund Building for Equity, a \$20 million equity-based cultural facilities program.
- [2020 King County Cultural Health Study](#)

¹¹ Ordinance 19036, Attachment A, Section 5.2.B

¹² Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E

- In 2018, 4Culture embarked on a two-year endeavor to research and analyze the cultural health of the county. Staff conducted a listening session tour, compiled award information from cultural funders, synthesized city-level cultural planning, and documented existing cultural infrastructure.
- The findings are the basis for the Doors Open Recommended Spending Plan, as presented to the Executive and Council beginning in 2022 and leading up to the Doors Open ordinance process in late 2023.
- [2020 4Culture Strategic Plan/King County’s Cultural Plan](#) (extended through December 2024 by the 4Culture Board of Directors)
- [2020 King County Cultural Education Study: A Countywide Analysis of K-12 Students Access to Cultural Education and Community Assets](#)
- [2021 4Culture COVID-19 Recovery Framework](#): 4Culture convened a diverse group of cultural sector leaders to share their concerns and ideas for the future, and to develop a roadmap for rebuilding the sector during and after the pandemic.
- [2023 King County Doors Open Ordinance](#) (Ordinance 19710): Legislation, decades in the making, that created the King County Doors Open cultural access program and imposed a 0.1 percent sales tax increase in King County to fund the program.

D. Ordinance Requirements Crosswalk

The Doors Open Implementation Plan is in accordance with the requirements laid out in Ordinance 19710.

Overarching Requirement	Program Area	Ordinance location	Implementation Plan location
Itemization of start-up costs	Administration	Section 8. A.1	Appendix A
Program descriptions	2024 Capital Grant	Section 4. A.2 a-h	Section 4. A
	2024 Operating Grant	Section 4. A.2 a-h	Section 4. B
	Sustained Support	Section 4. A.1 f	Section 5. A
	Public School Cultural Access	Section 4. A.1 a	Section 5. B
	Public Free Access	Section 4. A.1 e	Section 5. C
	Building for Equity	Section 4. A.1 d	Section 5. D
	Countywide Initiatives	Section 4. A.1 c	Section 5. E
	Launch	Section 4. A.1 b	Section 5. F
	Increasing capacity outside of Seattle	Section 8.B.3	Section 5.G
Assessment Report	Administration	Section 9 D.2 a-g	Section 6

E. Doors Open Framework Overview

Doors Open builds upon 4Culture’s core programs that address the critical needs of cultural organizations located in and serving King County. Doors Open allows 4Culture to:

- Enhance and extend the reach and offerings of cultural organizations
- Ensure continued and expanded access to cultural facilities and the programs of cultural organizations by underserved populations

- Provide financial support for cultural organizations to continue and extend the numerous public benefits they provide

Doors Open meets these goals through six Program Areas: Sustained Support, Public School Cultural Access, Public Free Access, Building for Equity, Countywide Initiatives, and Launch; and two investment areas: Outside of Seattle and Communities of Opportunity.

The sales tax is expected to generate approximately \$783 million in revenue between 2024 and 2031, according to the King County Office of Economic and Financial Analysis’s March 2024 forecast.¹³ For the purposes of the Implementation Plan, 4Culture is using an annual estimated funding of \$72 million for 2024 and \$100 million for years 2025 and beyond. Annual projections may be lower or higher but all percentages for allocations will be applied as proscribed in the ordinance.

The following plan allocates projected Doors Open revenue in accordance with Section 8 of Ordinance 2023-0343, as follows:

2024

- 2 percent for repayment of start-up funding;
- 3 percent for administrative costs;
- 67 percent for one-time capital and one-time operating support programs;
 - 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and/or cultural organizations providing mentoring
 - 25 percent supports organizations outside the city of Seattle
- Remaining funding to 2025 programs

2025 - 2031

- 3 percent for administrative costs;
- 72 percent for Doors Open programs, of which 10 percent must go to cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and/or cultural organizations providing mentoring (percentage breakdown in sub-bullets);
 - 15 percent Public school access program
 - 3 percent Launch funding
 - 10 percent Building for Equity
 - 15 percent Public Free Access
 - 7 percent Countywide initiatives and projects
 - 50 percent Sustained Support
- 25 percent for programming outside the city of Seattle; of which 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity; and/or cultural organizations providing mentoring services

¹³ [Office of Financial and Economic Analysis](#)

Ordinance Objective and Program/Investment Area Crosswalk

Doors Open Primary Objectives per Ordinance	Program and Investment Areas							
	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch	Outside of Seattle	Communities of Opportunity
Enhance and extend the reach and offerings of cultural organizations				X	X	X		
Ensure continued and expanded access to cultural facilities and the programs of cultural organizations by underserved populations		X		X			X	X
Provide financial support for cultural organizations to continue and extend the numerous public benefits they provide	X		X	X				

The Doors Open Ordinance (Ordinance 19710) eligibility excludes municipalities, individual cultural practitioners, radio stations, newspapers, and magazines. 4Culture will reorient its Lodging Tax to better support these ineligible entities.

The Doors Open Ordinance (Ordinance 19710) provides, among other things, for a 2024 One-Time Operating Support grant program with a one-time annual application process, and from 2025 onward, a biennial application process. KCC 2.48.108 and KCC 2.48.109 direct 4Culture to administer the Lodging Tax funded Sustained Support Programs through a biennial application process. To bring these two programs into application and contract period alignment, the 2024 Lodging Tax funded Sustained Support Program will be a one-time annual application process, and from 2025 onward, a standard biennial application process.

F. Doors Open Public Benefit Reporting Framework

For decades, 4Culture has defined Public Benefit as the opportunity for King County residents and visitors to access and engage in arts and other cultural activities, events, communities of practice, historic and cultural spaces, and works of public art related to our program areas. Public Benefit is a service requirement for all recipients of Lodging Tax supported programs at 4Culture. Put simply, public benefit makes it easier to experience culture.

As stated in the ordinance, all Doors Open grant recipients must meet at least one General Public Benefit requirement and one Equity or Geographic Inclusion Benefit requirement.

General Public Benefits

1. Providing low-barrier opportunities for everyone in the county to take part in the region's cultural life and participate in cultural programs;
2. Providing performances and programs throughout the county, directly in and for local communities, or through partnerships between and among cultural organizations;
3. Providing cultural educational programs and experiences at a cultural organization's own facilities or in schools or other cultural facilities or venues;
4. Bringing cultural facilities and programming into compliance with access requirements of the Americans with Disabilities Act;
5. Supporting cultural organizations that strive to engage traditional cultures and crafts;
6. Presenting free cultural festivals;
7. Providing free events, programing, and educational materials, which enhance a cultural
8. experience either before or after, or both, attending an exhibit, performance, or event;
9. Providing arts, science, and heritage career building opportunities for youth through internships and apprenticeships or other means;
10. Establishing partnerships between cultural organizations or other cultural institutions to present new multidisciplinary cultural experiences;
11. Implementing organizational capacity-building projects or activities that a cultural organization can demonstrate will enhance the ability of that cultural organization to execute community outreach, communications, and marketing strategies to attract and engage county residents with opportunities for access to cultural experiences and with emphasis on underserved communities; and
12. Implementing organizational capacity-building projects or activities that a community-based cultural organization can demonstrate will enhance the ability of that cultural

organization to provide or continue to provide meaningful public benefits not otherwise achievable.

Equity Inclusion Benefits

1. Providing free or low-cost attendance to cultural organizations and cultural facilities for county residents who have economic, geographic, and other barriers to access;
2. Providing free access to curriculum-related arts, science, and heritage programs for public school students throughout the county at school and at cultural sites with emphasis on underserved students;
3. Increasing the diversity of staff and governing boards of cultural organizations;
4. Increasing opportunities for access to cultural facilities, programs, and services for diverse and underserved populations and communities;
5. Broadening cultural programs and provide programming that appeals to diverse populations within the county;
6. Increasing investment in programs and organizations that represent and reflect the diversity of the county; and
7. Planning and implementing cultural programs or collaborating with other cultural organizations to extend the reach and impact of cultural programs to diverse and underserved populations and communities.

Geographic Inclusion Benefits

1. Planning and implementing cultural programs and activities outside established cultural centers;
2. Partnering with other cultural organizations on cultural programs and activities outside established cultural centers, through direct investment or in-kind support, on priority projects and initiatives;
3. Providing cultural programming to communities outside the city in which a cultural organization is primarily located, either directly or in partnership with other cultural organizations, or public schools, or through other means.

Reporting Standards for Funded Organizations

As part of 4Culture’s established contracting process, all grant recipients provide Program Staff with a Scope of Service and a Public Benefit agreement. The Scope of Service and the Public Benefit agreement are included in 4Culture’s contract template and signed by both the grant recipient and 4Culture. To receive reimbursement, the grant recipient must report on the contracted Public Benefit agreement.

G. Leveraging 4Culture’s Strengths

4Culture’s long history as public cultural funder means that it has developed relationships with cultural groups and communities throughout the County. For Doors Open, 4Culture will leverage its existing infrastructure – administrative, financial, and social – and strengthen it with the incredible opportunities that this new source of funding will provide.

Established Engagement and Communications Channels

For every grant and public art program, 4Culture’s Communications department works with grant managers to identify the audiences to reach to increase applications and recipients. The strategies employed are often specific to each program, and include targeted outreach to underserved communities, language communities, and communities specific to the discipline of the grant.

Equity Priorities for Outreach, Engagement and Communications

In 2020, the 4Culture’s communications team set a goal to reach Black and Indigenous communities for every grant program to align the communications work with 4Culture’s racial equity goals. Since this time, with the addition of geographic inclusion and equity investments, and other efforts to lead with racial equity in our programming, 4Culture has seen increases in funding totals to these communities. Since 2021, 4Culture’s demographic data shows that the percentage of applications and recipients in King County Spanish-speaking and AAPI communities is lower than the population rate in King County’s census data. Because of this, we have increased outreach to these communities and plan to continue to focus on these areas.

In 2020, with the shutdown of in-person outreach due to the pandemic, 4Culture instituted a language access policy and a communications campaign to explain to the public that anyone with language-access needs can contact hello@4Culture.org and our main phone line to request translation services. This messaging was translated into King County’s five most spoken languages. Staff handle these requests to make sure the person’s needs are met and tracked through the entire process. This has resulted in mainly ASL, Spanish, and Chinese translations services for grant workshops, information sessions, and print translation.

4Culture’s Outreach Engagement Strategies

The following sections outline several of the outreach and engagement strategies 4Culture uses in its engagement work.

Content Focused Strategies

- Listening Sessions
- Grant Workshops
- General Information Sessions
- Website, email, and social media

Visibility Focused Strategies

- Hello 4Culture outreach events
- Tabling at community events
- Print and online advertising and promotional materials

Language Focused Strategies

- Partner with community organizations and ambassadors for outreach events and workshops
- Community-based advertising

Example Outreach Partnerships

- Se Habla Media
- Wa Na Wari Walk the Block
- Rainier Valley Creative District Artist Resource Fair
- Artist of Color Expo and Symposium
- Nепantla Cultural Arts Gallery
- El Rey 1360 AM
- Local Services, Unincorporated King County
- Cinco de Mayo, Redmond
- Federal Way Community Festival
- Kenmore Town Square

- Translated materials and subtitled online workshops

Geographic Access Focused Strategies

- Partner with organizations and individuals to increase visibility.
- Advertise grants in community news outlets and blogs.

BIPOC Community Focused Strategies

- Partner with organizations and individuals to increase visibility.
- Advertise grants in BIPOC community media serving King County.

Strategies in Action

Hello 4Culture

In 2025, 4Culture will re-launch its monthly community outreach series, [Hello 4Culture](#) to focus on Doors Open. Pre-COVID, our Hello 4Culture program took us to cities and towns across King County to hear the community's ideas, questions, and concerns. Communities with the least access to 4Culture's resources and the lowest number of applicants and recipients were prioritized by analyzing 4Culture and King County census data.

In 2020, 4Culture moved the outreach series online and partnered with cultural organizations across King County and Washington State to provide monthly info sessions on topics ranging from COVID relief funding applications to mutual aid for artists.

For Doors Open, Hello 4Culture will focus ordinance objectives to reach economically and geographically underserved communities and locations. To do this, 4Culture will leverage the [Communities of Opportunity Composite Index Map](#) and will continue to develop multilingual materials and language access practices.

Tabling and Outreach Events

4Culture regularly tables at community events where the cultural sector is the main audience and is expanding to science and technology education events. We also table at community events focused on serving BIPOC and rural communities located in King County.

Email and Social Media

- Email announcement to past applicants
- Announcements in enews (usually twice during lifecycle of grant)
- Posted to social media (x, Facebook, Instagram)
- Announced in community news outlets and blogs to reach all geographic areas of King County, examples include Bellevue Reporter (and all Sound Publishing online and print outlets), Shoreline Area News, I Love Kent, and related South King County affiliate blogs.

Technical Assistance

4Culture uses a variety of methods to make sure that each program's potential applicants have ample opportunities to get their questions answered.

- [Online and in-person grant application workshops](#) (free, drop-in, events held throughout the County)
- [Manage Your Grant](#) resource page, a dedicated spot for applicants to track their application and make sure they have everything they need for a successful grant process.

4Culture’s website is accessible for the vision-impaired, including all linked PDF documents. ASL translation services are available on request.

Established Contract and Payment Processes

As part of 4Culture’s contracting process, all grant recipients provide Program Staff with a Scope of Service and a Public Benefit agreement. The Scope of Service and the Public Benefit agreement are included in 4Culture’s contract template and then signed by both the grant recipient and 4Culture.

While the full contract details all obligations and responsibilities held by both parties, for the purposes of practical contract management, the Scope of Service and the Public Benefit agreement are what staff reference when managing relationships with individual grantees. Both items are recorded in 4Culture’s CRM with the contract.

3 months after the grant deadline

- Program staff draft Scopes of Service and forward to awardees for review and editing. Once this editing/review process is complete, the Scope of Service is entered into 4Culture’s CRM.
- 4Culture’s Finance Team prepares the final contract document and sends it out for electronic signature. Contracts are signed by the recipient, initialed by 4Culture’s Controller (after checking all required documents are on file) and signed by the Executive Director.

4-18 months after the grant deadline

- Awardees submit invoices through 4Culture’s online portal (either partial or final), and staff review invoices for accuracy and required supporting materials (e.g. report on project activities, invoices/receipts, proof of 4Culture recognition, and photo documentation).
- Once final invoices are submitted, the contract is closed out in the CRM and in the accounting department's system.
- If awardees don’t request reimbursement for the full amount, the program staff will confirm with the awardee that all funds will not be used and notify Accounting that the funds will not be distributed.

H. Support Network Consulting Roster

The increased funding available through Doors Open will greatly impact cultural organizations. While we anticipate most of these impacts being positive, it’s possible that within these moments of tremendous organizational growth, change, and evolution, many organizations will face unique challenges and unfamiliar risks. 4Culture plans to provide additional scaffolding and support to help organizations manage the risk and opportunities associated with the potential influx of increased funding. It will also provide assistance to organizations with emergency/crisis situations.

Cultural organizations will have access to the roster and will receive an allocation of consultant hours based on their eligibility. Below are the anticipated roster topic areas with topics specific to emergency/crisis needs highlighted.

Roster Topic Areas

- Financial Emergency Planning
- Cultural Facilities
- Strategic Planning
- Organizational Design and Management
- Financial Planning and/or Strategy
- Human Resources
- Interpretive Planning
- Leadership and Board Optimization
- Board/Board Relations
- Communications, Marketing, Branding
- Fundraising/Development
- DEAI
- Legal Services
- Accessibility (language, ADA, facilities, mobility)

4Culture is developing this roster and has tentative launch plans for Q1-Q2 2025, depending on Doors Open Implementation Plan approval.

I. Special Focus on Science and Technology Outreach

4Culture has a long history of supporting organizations advancing science and technology through our existing funding programs. This includes organizations whose missions reflect the technological history of our region, such as MOHAI and the Museum of Flight, both of which 4Culture has funded for many years via Projects, Sustained Support, Collections Care, and Cultural Equipment funding programs. In addition, 4Culture has supported numerous projects that have explored the intersection of arts and technology through Tech-Specific (a site-specific funding program) and Special Projects funding programs. These established relationships have proven invaluable in informing our work for Doors Open.

With the possibility of new King County funding for science focused organizations, 4Culture staff launched a research project in the fall of 2019 to interview local science organizations regarding their needs, funding priorities, programming, anticipated capital projects, and the health of the field in general. Unfortunately, this work was cut short due to the pandemic.

But the foundation laid by that plan was continued in the formation in January 2024 of a [Science & Technology Group](#) consisting of representatives of local science organizations from various disciplines, different size budgets, and regions of the county.

This group has met monthly since January 2024, providing insights into the field, and discussing important questions regarding the development of a new set of science and technology focused funding programs.

Topics of discussion for the group have included questions that affect the field:

- What would your organization prioritize with additional funding: kinds of programming, capacity building, facilities, equipment, or other?
- What strategies does your organization employ to expand outreach to underserved communities?
- What are the key issues in the regional science and technology field?

- What organizations and communities should be participating in this group that are not currently represented?
- What are the professional development needs of individuals working in regional science and technology cultural organizations?
- How can 4Culture protect against funding pseudoscience?
- How do you encourage the development of an understanding of scientific inquiry as a lifetime pursuit rather than a “requirement” to be set aside upon graduation from high school?
- What metrics have you found most useful in communicating the success of your programming?

To date, some initial observations from these discussions in the group, in individual interviews, and other stakeholder conversations revealed following strengths and challenges:

- Science organizations have made significant investments in programming for K-12, many with a focus on Title 1 public schools.
- Science and technology focused organizations in the region share similar needs to other cultural organizations: investing in capital facilities, offering competitive salaries for staff, engaging underserved communities, delivering programming at additional venues in communities, and other items.
- Misinformation has damaged the public's understanding of science. Rebuilding the public's trust in and understanding of science is a challenge.
- There is an ongoing shortage of qualified educators in science and technology. The increase in the cost of living in King County has made staffing science and technology focused organizations more difficult.
- Transportation costs associated with travel to organizations' venues can be a barrier to participation in programming.

Science and Technology Grants

Science and technology grants will fund cultural organizations whose mission statement includes an explicit focus on science or technology. Organizations with a primary purpose of advancing and preserving zoology (such as a zoo or an aquarium) must be accredited by the Association of Zoos and Aquariums or supporting an organization accredited by the Association of Zoos and Aquariums.

Science and technology grants do not support the following activities:

- The conduct of primary research not directly providing experiences to the general public
- Medical and public health practice, including but not limited to medical treatment, medical or nutritional advice, or medical instruction.
- Pseudoscience, defined for this purpose as any system of beliefs or concepts that exhibits characteristics including but not limited to the inability in principle to be falsified by observable facts, lacking a research framework that tests and revises ideas based on observable facts, and/or has been demonstrated to be false by observable facts.

Doors Open is a new opportunity for 4Culture to fund cultural organizations in direct support of their science and technology programming. To ensure adequate resources are dedicated to this task, 4Culture established a Science and Technology Department, beginning with hiring a Science and Technology Director. The director will recruit a Science and Technology Program Manager as well as a Science and Technology Support Specialist. The department director is also charged with helping lead outreach to potential applicants. That outreach and engagement will include:

- Continued meetings of the Science & Technology Group through the early summer of 2024

- Recruiting and developing a formal advisory committee by the fall of 2024
- Convening a gathering of science and technology groups in the second half of 2024
- Conducting a landscape survey and analysis of the field in the winter/spring of 2024.

3. Doors Open and Implementation Plan Community Engagement

4Culture aims to maintain our trust, confidence, and credibility with the cultural community in distributing Doors Open revenue, as we have done over several decades with Lodging Tax and 1% for the Art supported programs. We are a public funder with community-focused goals and outcomes.

Because the cultural sector has a history of underinvestment and many organizations are in challenging economic circumstances, 4Culture provides regular and consistent proactive updates to all stakeholder groups and will do so throughout implementation and roll out of programs. 4Culture also provides a strong set of resources and information available online to make it easy for stakeholders to find the information they need.

To know more about the depth and breadth of 4Culture’s regular slate of communications, outreach, and engagement strategies, please see [Established Engagement and Communications Channels](#).

The following list is a summary of Implementation Plan-specific outreach taking place from January 2024 to June 2024 – the point of plan submittal.

- In person gatherings with cultural community groups: 22
- Online general info sessions (with ASL interpretation and translated into Spanish): 3
- In person gatherings with language/ethnic/racial community groups: 8
- In person gatherings with municipal groups: 5
- Gatherings with cultural leader groups: 14

4. Doors Open 2024: One Time Capital and Operating Support

A. One-Time Capital Grant Program: Doors Open Facilities

Program Summary

Doors Open Facilities grants will provide funding for building, remodeling, and buying specialized space that houses and facilitates cultural work in King County. The fund prioritizes projects that can begin construction or acquisition within two years of being awarded funds (by December 31, 2026). A total of \$24.1M is available in the funding pool for a variety of project size categories.

This grant builds from 4Culture and King County’s [Building for Equity initiative](#) to support cultural building projects and create a pathway to racial equity in cultural facilities funding. To help us achieve this goal, applicants must show an ongoing commitment to racial equity and equitable development, and applicants with project budgets over \$10M will be required to meet a Cultural

Space Contribution Requirement, where they provide space or technical assistance as part of their public benefit.

Facility project requests may be made in proportion to the Facility Project size, as indicated below. Applications and Contracts will have commensurate sets of reporting agreements and partner contribution agreements to the project size.

- Projects under \$250,000: Applicants may request up to 100% of total project costs.
- Projects between \$250,000 and \$1,000,000: Applicants may request up to 100% of project costs for first \$250,000 and 50% of project costs between \$250,001 and \$1,000,000
- Projects between \$1,000,001 and \$10,000,000: Applicants may request up to 100% of project costs for first \$250,000, 50% of project costs between \$250,001 and \$1,000,000, and 15% of project costs between \$1,000,001 and \$10,000,000.
- Projects greater than \$10,000,000: Applicants may request up to 100% of project costs for first \$250,000, 50% of project costs between \$250,001 and \$1,000,000, 15% of project costs between \$1,000,001 and \$10,000,000, and 5% of project costs over \$10,000,001. . The maximum request for this pool is \$2,500,000

In addition to the Base Awards, which are determined based on the panel score as applied to the requested amount, applications are eligible for an Advancing Equity and Geographic Inclusion bonus. Each application may have an additional percentage of funding added to their allocation if they are either outside the City of Seattle, or if the facility is in a 2020 US Census tract area with a Community of Opportunity index percentile of 60% or greater.

Additionally, if an organization does not score high enough to receive a Base Award, it may still be eligible for a Geographic Inclusion bonus, and thus the application may still be funded in part.

Program Allocations

An estimated total of \$24.1M will be available for the Doors Open Facilities Grant, to be awarded to organizations applying within different project sizes. Based on previous facility grant cycles, 4Culture anticipates between 175 to 225 total applications for facility funding and will aim to fund the top scoring 10%-20% in each category.

A minimum of 25% of this Operating Support program will be allocated to organizations whose primary location is outside of the City of Seattle; and a minimum of 10% will be allocated to organizations whose primary location is within a 2020 US Census tract area with a Community of Opportunity index percentile of 60% or greater or provide services to vulnerable populations as defined in the implementing ordinance.

Application Process

Applications will be available for a minimum of five weeks, allowing applicants as long as possible to gather the information required. The application will be available on 4Culture's application portal. 4Culture anticipates that most applicants will already have a profile created on the profile, thus streamlining this process.

Doors Open Facilities criteria includes Quality and Qualifications; Feasibility; Project Economic Impact and Public Benefit; and Advancing Equity.

4Culture staff will do their best to answer questions and help Doors Open Facilities applicants in advance. We anticipate hundreds of applications for this program and encourage applicants to prepare early to meet the deadline and take advantage of the support staff can provide.

In addition to staff support, 4Culture has hired several Community Connectors, who will help applicants prepare for their application, including how to go about getting proposals required for application such as architectural and design estimates; how to frame a project for the review panel; advice on choosing the right scale of project (potentially consolidating several smaller projects into “Accessibility Needs,” for example, or picking only the “HVAC Improvements” part of a larger project to propose); and aiming applicants towards best practices and commonly accepted structures for capital budgeting. These Connectors will work proactively to reach out to potential applicants as well as providing an open calendar where applicants can make appointments for consultation.

Panel Process

Each Project size category will have a panel, consisting of five members, two of which are appointed by the Council and Exec, to review those applications. The panel consists of working professionals in the fields we fund, and who represent all parts of King County, sizes of organizations, and different points of view.

Panelists will review the contents of the applications and utilize a scoring sheet to score each application assigned to them. Panelists will have approximately three weeks to conduct their reviews.

The panel will be held over a 1-to-3-day period, depending on the quantity of applications received. During this period, the panel will talk about the proposals and recommend funding for selected proposals to 4Culture’s Advisory Committees and Board based on the criteria outlined above. The 4Culture Board then approves the final list of awards.

Applicants are notified of their awards after the Board gives final approval for funding.

Award and Approval Process

In the Panel process, panelists will review and rate project proposals. Panelists are not required to come to consensus, but to provide their own unique perspectives. These scores will be aggregated to create a final score for each application. Panels will recommend a final slate of projects and funding to progress to the Advisory Committee.

For one-time programs in 2024, 4Culture will bring together representatives of each of the standing Advisory Committees (Arts, Heritage, and Preservation) to review the process and funding recommendations. They will receive a presentation of the application process, applicant pool, panel process and final award slate recommendations. The Advisory Committee will have a chance to review the recommendations, ask questions and approve the slate.

Once the Advisory Committee approves the funding slate, the recommendations progress to 4Culture’s Board of Directors December Board Meeting, where the slate will be reviewed and approved for funding.

Contract and Payment Process

Once the 4Culture Board provides final approval for funding recommendations, 4Culture Program Managers work with each applicant to develop a Scope of Services and Public Benefit for their contract. Once a grant contract has been signed by both parties, invoices may be made to request reimbursement for qualifying expenses.

The following information is shared directly with grant recipients:

1. You will be notified via email about your award once the 4Culture Board of Directors votes to approve funding.
2. To receive grant funds, you must sign a contract with 4Culture, which will spell out a Scope of Services that you described in your application.
 - a. When you develop your contract's scope of services, remember to plan a payment schedule that reflects your eligible expenses (those incurred on or after the award date) and organizational timeline for providing your public benefit
 - b. Drafting and signing your contract may take several months to complete, due to the high number of anticipated grantees across discipline areas. If the timeline of the funding poses a concern for your organization, please reach out to your Program Manager.
3. For all programs, you need to submit a W-9 Form before we can issue payment. If you have previously completed this step for past grants, you do not need to do so again.
4. For capital funding (excluding equipment) a Certificate of Liability insurance (COLI) is required with 4Culture additionally insured for every contract before it can be executed. A current COLI must also be on file before payments are issued.
5. 4Culture provides funding on a reimbursement basis, which means we provide funding for completed work, and not future work. The value of your invoice must be equal to, or more than, the expenses related to providing your public benefit.
 - a. You may submit a partial payment or a final payment invoice.
 - b. If you are submitting your final payment invoice, you will be asked to ensure your profile is up to date with the latest financial information from your 990s.
6. You will be required to submit a set of documents along with your invoice:
 - a. A report that demonstrates your public benefit. If you request incremental payments, you will need to submit a report on the provided public benefit for each invoice.
 - b. Examples of 4Culture acknowledgement via marketing or publicity materials
 - c. Digital images documenting the project activities, digital images documenting your activities, including photo credits, permission to publish, and captions.
7. Invoice payments may be made via check or via Electronic Funds Transfer (EFT). Payment normally happens within 3-5 weeks.

B. One-time Operating Support Program

Program Summary

The one-time operating program provides operating and programmatic dollars to meet the day-to-day needs of cultural, science and technology organizations. Funding is intended to provide programs and services for public benefit. Awards are provided as unrestricted operating funds,

allowing organizations to deploy resources to their most emergent needs or where they will be most impactful for the delivery of the organization's mission.

Program Allocations

There are four funding disciplines, between which an estimated \$24.1 million will be awarded. The anticipated number of applicants per discipline, based on historical data and field scans are as follows:

- Heritage – approximately 90 applicants
- Historic Preservation – approximately 30 applicants
- Arts - approximately 500 applicants
- Science and technology - approximately 80 applicants

Award amounts will be determined using a combination of:

- Budget size
- Average score, as determined by the panel
- an Advancing Equity Bonus, for those organizations who are focusing on marginalized communities, especially those that are disproportionately impacted by structural racism
- Eligibility for Geographic Inclusion Bonus (inclusive of both Outside Seattle and COO status)

A minimum of 25% of this Operating Support program will be allocated to organizations whose primary location is outside the City of Seattle; and a minimum of 10% will be allocated to organizations whose primary location is within a 2020 US Census tract area with a Community of Opportunity index percentile of 60% or greater or provide services to vulnerable populations as defined in the implementing ordinance

Application Process

Applications will be available for a minimum of five weeks, allowing applicants as long as possible to gather the information required. The application will be available on 4Culture's application portal. 4Culture anticipates that most applicants will already have a profile created on the profile, thus streamlining this process.

Program Criteria

Applicants will be asked to respond to prompts on the following program criteria:

- **Resilience:** Your organization has clearly stated plans to remain in operation through 2025. You have demonstrated organizational adaptability to changes in your community, and responsiveness to your community's needs.
- **Public Benefit:** Your organization offers substantial public benefit through your programs, activities, and services. Public benefit may include – but is not limited to – any free or reduced cost admission, events, or programs that increase access to in King County.
- **Advancing Equity:** Your organization has a focus on marginalized communities, especially communities that are disproportionately impacted by structural racism. This is not a requirement for funding.
- **Discipline-specific priorities:** These are specific contributions related to Historic Preservation, Heritage, Arts, or Science and Technology fields.

- **Program Economic Impact:** How the program enhances the local economy, including staff and contractors employed, volunteer hours and in-kind donations leveraged, and other economic multipliers that accrue to King County.

4Culture staff will do their best to help with applicants. We anticipate applications in the hundreds for this program and encourage applicants to prepare early to meet the deadline and take advantage of the support staff can provide.

Application Prompts

The application has been developed with an eye toward balancing the need to provide enough information to the panel to make an informed recommendation about funding, while keeping barriers low and access accessible for organizations who may not have a professionalized grant writing team.

Applicants will be asked to provide the following information:

- Organization description
- Description of community served
- Programming description
- Description of organization governance or decision-making practices
- Description of public benefit

Panel Process

Each of the discipline areas will have at least one panel and up to four panels, depending on the number of applications received. Each panel will have five members, two of which are appointed by the King County Council and King County Executive. The panel consists of working professionals in the fields, who represent all parts of King County, sizes of organizations, and different points of view.

Panelists will review the contents of the applications and utilize an online score form to score each application assigned to them. Panelists will have three to five weeks to conduct their reviews.

The panel will be held over a 1-to-3-day period, depending on the quantity of applications received. During this period, the panel will talk about the proposals and recommend funding for selected proposals to 4Culture's Advisory Committees and Board based on the criteria outlined above. The 4Culture Board then approves the final list of awards.

Applicants are notified of their awards after the Board gives final approval for funding.

Award and Approval Process

In the Panel process, panelists will review and rate applications. Panelists are not required to come to consensus, but to provide their own unique perspectives. These scores will be aggregated to create a final score for each application. Panels will recommend a final slate of organizations to progress to the Advisory Committee.

For one-time programs in 2024, 4Culture will bring together representatives of each of the standing Advisory Committees (Arts, Heritage, and Preservation) to review the process and funding recommendations. They will receive a presentation of the application process, applicant pool, panel process and final award slate recommendations. The Advisory Committee will have a chance to review the recommendations, ask questions and approve the slate.

Once the Advisory Committee approves the funding slate, the recommendations progress to 4Culture's Board of Directors December Board Meeting, where the slate will be reviewed and approved for funding.

Contract and Payment Process

Once an organization has been awarded funding for Sustained Support, the next step is contracting. Contracting involves defining the scope of work for the project that has been selected.

The following information is shared directly with grant recipients:

1. You will be notified via email about your award once the 4Culture Board of Directors votes to approve funding.
2. To receive grant funds, you must sign a contract with 4Culture, which will spell out a Scope of Services that you described in your application.
 - a. When you develop your contract's scope of services, remember to plan a payment schedule that reflects your expenses and organizational timeline for providing your public benefit
 - b. Drafting and signing your contract may take several months to complete, due to the high number of anticipated grantees across discipline areas. If the timeline of the funding poses a concern for your organization, please reach out to your Program Manager.
3. For all programs, you need to submit a [W-9 Form](#) before we can issue payment. If you have previously completed this step for past grants, you do not need to do so again.
4. 4Culture provides funding on a reimbursement basis, which means we provide funding for completed work, and not future work. The value of your invoice must be equal to, or more than, the expenses related to providing your public benefit.
 - a. You may submit a partial payment or a final payment invoice.
 - b. If you are submitting your final payment invoice, you will be asked to ensure your profile is up to date with the latest financial information from your 990s.
5. You will be required to submit a set of documents along with your invoice:
 - a. A report that demonstrates your public benefit. If you request incremental payments, you will need to submit a report on the provided public benefit for each invoice.
 - b. Examples of 4Culture acknowledgement via marketing or publicity materials
 - c. Digital images documenting the project activities, digital images documenting your activities, including photo credits, permission to publish, and captions.
6. Invoice payments may be made via check or via Electronic Funds Transfer (EFT). Payment normally happens within 3-5 weeks.

C. Engagement and Communications Strategy for 2024 Doors Open Programs

Outreach is targeted to underrepresented communities based on prior award and applicant pool demographics. Guided by 4Culture's Communications priorities, these efforts include targeted outreach and engagement including communications in multiple languages to broad-based community networks and media outlets within 4Culture's network.

Most of 4Culture's capital grant programs are long-standing, and our existing communication strategies employ a racial equity lens to target outreach to underserved communities to encourage

them to apply for funding. For more detail on how we'll leverage existing communication channels, see [Established Engagement and Communications Channels](#). A special focus will be on reaching and engaging Science and Technology organizations that are newly eligible for Cultural Facilities programs. For more detail on these outreach strategies, see [Special Focus on Science and Technology Outreach](#).

Technical Assistance Workshops

4Culture will offer a series of virtual workshops open to all potential applicants, to provide information on program guidelines, the application process and answer questions, discuss project details, and review draft applications.

All workshops will be held remotely. For those who are unable to attend, a workshop recording will be available. Workshop recordings are translated into Spanish and Chinese subtitles.

5. Doors Open 2025-2031

A. Sustained Support

Program and Allocation Summary

Sustained Support provides multi-year grants for operating funds to cultural organizations. These awards provide unrestricted funds to organizations that have a track record of delivering programs and services for the benefit of the public. With funds for unrestricted operating expenses organizations can deploy resources to their most emergent needs.

4Culture offers Sustained Support in each of our four funding program areas. Applicants must choose one of the four areas which best fits their mission and programs. Applicants must have a minimum two-year operating history for Heritage and Preservation Sustained Support; they must have a minimum three-year operating history for Arts Sustained Support.

Program Criteria

Heritage

These awards provide unrestricted support to cultural organizations that have a track record of delivering heritage programs and services, for the benefit of the public. Reviewers use the following criteria: Resilience; Public Benefit, Equity, and Heritage Priorities.

Sustained Support

Estimated annual funding: \$48.5 million

Objective: Meet the ongoing needs of cultural organizations

Strategy: Provide predictable, multi-year funding assistance for operations, including assistance with rent, utilities, payroll, and other basic annual expenses

Key Reporting Metrics: Number of awards and total funding over time by organization; Number of awardees and total funding over time by geography and discipline

Historic Preservation

These awards provide unrestricted support to cultural organizations that have a track record of delivering historic preservation programs and services, for the benefit of the public. Reviewers use the following criteria: Resilience; Public Benefit, Equity, and Preservation Priorities.

Arts

These awards provide unrestricted support to cultural organizations that have a track record of delivering artistic cultural programs and services for the benefit of the public. Reviewers use the following criteria: Resilience; Public Benefit, Equity, and Artistic Substance.

Science and Technology

Operating funds for science and technology cultural organizations provide unrestricted support to organizations to deliver programs and services for the benefit of the general public, King County residents as well as visitors. For these grants, reviewers will look to the following criteria: Resilience, Public Benefit, Equity, and Science and Technology Priorities.

Application, Panel, and Award Process

Heritage

In a typical, biennial award cycle, 4Culture Program Managers first review all applications to ensure eligibility. Program Managers facilitate panels of peer reviewers, which change for each Sustained Support cycle, to evaluate all eligible applications.

Award amounts have three components:

- A base award determined by the recipient organization's budget size.
- A possible additional award based on overall panel score.
- A possible Geographic Investment based on geographic location and/or an Equity investment based on organization's score on the Equity criterion.

The panel's award recommendations are sent to the Heritage Advisory Committee for review, and then onto 4Culture's Board for final approval.

If an organization is selected for funding, the Program Manager will work with the organization to create a grant contract outlining a Scope of Services and Public Benefit for each consecutive year. Organizations that receive Sustained Support funding are typically paid annually upon completion of one or more of the Public Benefit activities described in their grant contract.

Historic Preservation

In a typical, biennial award cycle, 4Culture Program Managers first review all applications to ensure eligibility. Program Managers facilitate panels of peer reviewers, which change for each Sustained Support cycle, to evaluate all eligible applications.

Award amounts have three components:

- A base award determined by the recipient organization's budget size.
- A possible additional award based on overall panel score.

- A possible Geographic Investment based on geographic location and/or an Equity investment based on organization's score on the Equity criterion.
- (see Equity Investments section under "What Sustained Support Funds," above).

The panel's award recommendations are sent to the Historic Preservation Advisory Committee for review, and then onto 4Culture's Board for final approval.

If an organization is selected for funding, the Program Manager will work with the organization to create a grant contract outlining a Scope of Services and Public Benefit for each consecutive year. Organizations that receive Sustained Support funding are typically paid annually upon completion of one or more of the Public Benefit activities described in their grant contract.

Arts

In a typical, biennial award cycle, 4Culture Program Managers first review all applications to ensure eligibility. Program Managers facilitate panels of peer reviewers, which change for each Sustained Support cycle, to evaluate all eligible applications.

Award amounts have three components:

- A base award determined by the recipient organization's budget size.
- A possible additional award based on overall panel score.
- A possible Geographic Investment based on geographic location and/or an Equity investment based on organization's score on the Equity criterion.

The panel's award recommendations are sent to the Arts Advisory Committee for review, and then onto 4Culture's Board for final approval.

If an organization is selected for funding, the Program Manager will work with the organization to create a grant contract outlining a Scope of Service and Public Benefit for each consecutive year. Organizations that receive Sustained Support funding are typically paid annually upon completion of one or more of the Public Benefit activities described in their grant contract.

Science and technology

Operating grants for science and technology cultural organizations are competitive and reviewed by community panels. Applications are scored according to the criteria of resilience, public benefit, equity, and science and technology priorities. Applicants must receive a minimum score to receive a grant.

Science and technology grant awards are scaled relative to the applicant's annual program expenses. In addition, applicants located outside Seattle, located in, and primarily serving a King County Community of Opportunity, with the smallest operating budgets, and/or exhibiting other indicators generally correlated with a limited access to funding receive an equity investment increasing the grant amount over and above what would have been awarded otherwise.

The panel's award recommendations will be sent to the Science and Technology Advisory Committee for review and subsequently to 4Culture's Board for final approval.

Engagement and communications plan

4Culture’s operating grant programs are long-standing, and our existing communication strategies employ a racial equity lens to target outreach to underserved communities to encourage them to apply for funding. For more detail on how we’ll leverage existing communication channels, see [Established Engagement and Communications Channels](#).

A special focus will be on reaching and engaging Science and Technology organizations that are newly eligible for operating grant programs. For more detail on these outreach strategies, see [Special Focus on Science and Technology Outreach](#).

Like our other programs, 4Culture will offer digital and non-digital engagement to assist potential applicants with understanding the program and technical assistance throughout the application process. This will also include opportunities to receive one-on-one support from 4Culture staff. Typically, this comes in the form of feedback on individual applications, technical assistance, and offering general guidance on understanding and interpreting program criteria and eligibility requirements.

Outreach is focused on underrepresented communities based on prior award and applicant pool demographics. Guided by 4Culture’s Communications priorities, these efforts include open application periods of 6-8 weeks; at least three workshops sharing guidelines, criteria, and the application process; and engagement including communication in multiple languages to broad-based community networks and media outlets within 4Culture’s network.

Public Benefit Reporting

Public benefit reporting is directly tied to 4Culture’s contract and payment process. The grant contract is where the public benefit requirements are first documented, and cultural organizations report on their public facing activities in their payment request. Payment requests are submitted through the 4Culture grant portal and allow grantees to list attendance and participation numbers, provide a narrative evaluation of their activities, attach any necessary documents including photos, budgets, and proof of acknowledgment of 4Culture’s support.

As an agency it is a value that we ease the reporting burden for grantees. We collect only needed information so that we can determine overall impact and learn how best to leverage resources for deeper investment in the arts, culture, and science fields.

B. Public School Cultural Access

Program Summary

The Doors Open Public School Cultural Access Program will provide King County public school students with greater and more equitable access to science, arts and heritage learning from our county’s rich array of cultural organizations.

Beginning in 2025, all public schools and tribal schools in King County’s 19 school districts will have access to an online roster of science, arts, heritage, and historic preservation cultural organizations that provide on-site and off-site cultural education programs in and out of the school day. Funding for programs will be provided directly to cultural organizations, and free field trip transportation will be provided to schools in districts with a 40% or higher free and reduced lunch rate.

Increased student access to cultural learning and experiences correlates with higher levels of academic achievement in high school and college and higher levels of civic engagement such as voting and volunteering.¹⁴ A 2019 study found that elementary students who received increased access to education programs from cultural organizations and teaching artists had decreased disciplinary rates, improved their writing achievement, and that students' compassion for others increased.¹⁵

Cultural learning experiences can lead to better outcomes for students in King County, and this is why 4Culture is committed to implementing the Doors Open Public School Cultural Access Program with the following goals and values:

- All King County public school students can access engaging and enriching experiences that positively impact their wellbeing, performance in school, and overall growth and development.
- We will prioritize increased access to cultural experiences and activities for students from communities that have been disproportionately impacted by racism and other systems of oppression.
- We will prioritize increased access to students in schools that are located outside of established cultural centers.
- We will prioritize community cultural organizations that are led by and staffed by people from communities that have been disproportionately impacted by racism and other systems of oppression.
- We will prioritize cultural organizations that are located outside of established cultural centers.
- We will work to build and improve relationships between public schools and cultural organizations throughout King County.
- We will collect data to improve both the quantity and quality of cultural education programs provided by cultural organizations to schools.

Public School Cultural Access

Estimated annual funding: \$14.6 million

Objective: Increase public school student access to cultural educational experiences

Strategies:

- Develop database of appropriate onsite and offsite cultural experiences for public schools
- Provide funding to sustain and extend the offerings of cultural organizations through programs provided at schools and at cultural facilities and venues of the cultural organizations
- Provide funding for transportation to cultural facilities and venues for eligible school districts

Key Reporting Metric: Number of schools, classes participating in Public School Cultural Access funded programs by county council district, zip code, school district

Goals and Priorities for the Cultural Education Programs Roster

Establishing a central database for public school educators to find no-cost onsite and offsite cultural learning opportunities for their students is central to 4Culture's Public School Cultural Access Program.

Roster Goals:

¹⁴ James Catterall, 2012.

¹⁵ Daniel H. Bowen, 2019.

- Enable teachers and other school staff to find science, arts, and heritage education programs that align with their classroom and school learning goals.
- Enable teachers and other school staff to find science, arts, and heritage education programs from organizations that reflect their school communities.
- Provide information and support to teachers and other school staff that reduces their barriers to initiating, planning, and implementing cultural field trips and partnerships.
- Provide information and support to cultural organizations that reduce their barriers to engaging with public schools.
- Provide a basis for establishing sustained relationships between schools and cultural partners for the benefit of students.

Roster Priorities:

- Educators will be able to search and filter to find science, arts, and heritage programs that meet their specific learning goals and time parameters.
- Educators will be able to clearly know if their school is eligible for free transportation funding to offsite cultural experiences. They will also know what the process is for requesting free transportation through their district.
- Cultural organizations will be able to provide descriptive program information for the roster so that educators have a clear sense of the value and requirements of each program.
- Cultural organizations will be able to update their program information on the roster at least annually.
- New cultural organizations will be able to add programs to the roster at least annually.

Process for Data Collection and Delivery to Public Schools and Cultural Organizations

The process for data collection to populate the roster will include the following steps:

1. Outreach to cultural organizations to submit entries for the Partner roster
 - a. 4Culture will put out a call for submissions using their cultural orgs list and lists of current partners provided by schools and districts during school stakeholder engagement
 - b. Cultural organizations will fill out an automated form to establish eligibility. If they are found eligible, they will proceed to a submission form where they input data to populate the roster. (see #3)
2. Cultural Partner eligibility
 - a. Meet all organizational structural requirements for Doors Open
 - b. Align with at least one of the Discipline Definitions
 - c. Provide a minimum of one Public Benefit
 - d. Provide a minimum of one Equity Inclusion Public Benefit and/or a minimum of one Geographic Inclusion Public Benefit
 - e. Must agree to meet all the partnership requirements of the district with which the program is occurring. Examples of district requirements may include staff background checks and required liability insurance.
3. Roster Data Collection
 - a. Eligible cultural partners will provide organization and program information through an online portal on the 4Culture website.
 - b. Prior to the initial launch of the roster organizations will have a minimum of five weeks to complete their data to allow sufficient time to gather required information. During this time, technical assistance will be available on the website, through on-line webinars, and through email and phone support from 4Culture staff.

- c. Organization and program information for the roster will include [Note that additional fields may be added based on continuing stakeholder engagement with teachers and district staff.]:
 - i. Organization name,
 - ii. Discipline: Science, Arts, and/or Heritage
 - iii. Sub-discipline, e.g. Historic Preservation, Biology, Engineering, Dance, Music, History,
 - iv. List of school districts and tribal schools that they serve,
 - v. Grade levels they serve,
 - vi. Program name (organizations will be able to list multiple programs as needed),
 - vii. Program type (field trip, in-school single performance/event, in-school residency),
 - viii. Program description,
 - ix. Alignment to state curriculum standards, if applicable,
 - x. Student time needed for program,
 - xi. Educator planning time needed for program,
 - xii. Number of students program can accommodate,
 - xiii. Languages available for learning experiences,
 - xiv. Experience with special education students,
 - xv. Accessibility features available for program, e.g. ASL interpretation, wheelchair accessibility, assistive technology,
 - xvi. Race/ethnicity/accessibility information about program staff,
 - xvii. Estimated cost of program (for 4Culture, not visible to schools)
 - xviii. Organization contact information
 - xix. Link to program registration
 - xx. Downloaded program information, e.g. photos, videos, case studies, lesson plan.
- 4. Cultural Organizations also need information about schools in King County.
 - a. Some information about schools can be uploaded annually from the Office of the Superintendent for Public Instruction and other information will have to be obtained from schools via survey.
 - b. Survey information is marked with an asterisk. Cultural organizations will be able to search and filter for specific types of schools.
 - i. School name
 - ii. District
 - iii. Principal
 - iv. Address, phone number
 - v. Grades in school
 - vi. Size of school
 - vii. If school is eligible for free transportation for off-site cultural programs.
 - viii. Students' percentages for race/ethnicity, languages spoken, free and reduced lunch status, students experiencing homelessness, special education
 - ix. If there is a partnership liaison, their name and contact information*
 - x. Link to school website*

Goals and Priorities for Funding for Cultural Education Programs

The cultural education programs funding structure is designed with a goal of sustaining, deepening, and extending cultural education partnerships between cultural organizations and schools. Many

King County cultural organizations already provide engaging and rigorous education programs. Doors Open funds will ensure that existing partnerships with schools can be sustained through the budget reductions that many schools are currently facing. Doors Open funds will expand access to additional schools to bring existing cultural programs to their students, and over time will enable cultural organizations to build out new education programs to provide more access to King County public school students.

Priorities

The cultural education programs funding structure is designed to ensure that:

- Schools and cultural organizations clearly communicate and develop shared learning goals and a program plan to ensure that students' learning needs are met.
- 4Culture gathers relevant data to improve processes for schools and cultural organizations over time and to study the impact of increasing cultural education access on students and communities.

Process

1. Once a teacher or other school staff contacts a cultural organization to initiate a partnership, the organization and the teacher will complete a brief on-line memorandum of understanding (MOU). The MOU form will be accessible from the 4Culture website. The MOU will gather data that will be used in the grant application such as the type of learning experience, the school, and how many students will be served. The MOU must be signed by a representative from the cultural education organization, the public-school educator, and a school administrator (principal or assistant principal), or school district representative.
2. After an MOU is signed, the cultural organization will apply via an online portal to 4Culture for a grant.
3. To be responsive to school scheduling needs, 4Culture will design a panel review process with timing that ensures responsiveness and flexibility. Feedback from cultural partners and school stakeholders will inform the design.
4. Upon completion of the partnership, a brief survey will automatically be sent to the teacher and the partner to confirm that the partnership occurred and gather feedback for partnership and process improvements.
5. The cultural organization will submit an invoice for reimbursement of the cost of the program.

Goals and Priorities for Funding Public School Transportation

Per Washington state legislation RCW 82.14.525, school districts with at least 40% of the student population eligible for federal free and reduced-price school meals (FRL) will have access to transportation funding to attend programs and activities. Because transportation costs have been identified as a barrier for schools to student access to field trips, 4Culture's priority is that all schools with 40% FRL or higher are eligible for transportation funds, regardless of their district, receive free transportation for cultural education field trips.

- All schools with 40%+ FRL rates have access to transportation funds. This applies to 189 schools in 8 districts (Auburn, Federal Way, Highline, Kent, Muckleshoot Tribal School, Renton, Skykomish, Tukwila)
- If there are sufficient funds, we will include all schools with 40%+ FRL rates to have access to transportation funds. This applies to 68 schools in 8 additional districts – Bellevue (6), Enumclaw (1), Issaquah (2), Lake Washington (1), Northshore (2), Seattle (46), Shoreline (4), Vashon (1).

- If there are sufficient funds, we will include all schools in all districts that face significantly higher transportation costs due to distance from cultural centers.
- Process for reserving bus transportation is clear and streamlined for teachers.
- Process for receiving payment for transportation by district or bus company is clear and reliable.

Process for Delivery of Transportation Funds

The 19 King County school districts use a variety of transportation models. Some districts own and operate their own fleet of busses, while others contract with a bussing company. Through stakeholder engagement with district transportation leaders, 4Culture will design a system so that teachers in each district can request bus transportation in the method that is appropriate for their district and the district or bus company can invoice 4Culture for the cost. 4Culture’s Finance and Legal teams will also be engaged in the design of the delivery process.

Tentative Program Timeline, 2024-2025

May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
School stakeholder engagement; refine roster + transportation design									
	Cultural education partners stakeholder engagement								
		Website + roster design requirements complete	Website + roster built						
					- Beta test website w/ school staff + partners - Hire Public Schools Cultural Access Program Manager	Cultural education organizations submit roster info		- Soft launch website, roster to schools - Monthly panel review begins	Launch event for district and school staff in person at a cultural partner space

Engagement and Communications Plan

4Culture’s communication strategy includes a stakeholder engagement component for the 2024 planning year and a communications plan component for the 2025 launch of the Doors Open Public Schools Cultural Access Program.

2024 Stakeholder Engagement for Public Schools Cultural Access Program Design

The goals of Public Schools Program stakeholder engagement approach are to:

- Understand the current barriers across the districts to school and district partnerships with science, arts, and heritage organizations.
- Identify what has worked well to inform required functions for the roster and the funding partnership mechanism.
- Identify the information schools need in a roster to serve their curricular needs as well as the needs of their specific populations of students, including information about

racess/ethnicities of staff, languages spoken, accessibility, experience with special education students, and geographies served.

- Identify the barriers that cultural organizations have in forming and maintaining partnerships with schools and how Doors Open’s design could help mitigate those barriers to strengthen public education partnerships.
- Identify the information that science, arts and heritage organizations need about schools and what tools they may need to access that information.

Stakeholders and engagement methods:

- District Superintendents
 - Goals: To build their understanding of Doors Open and 4Culture and to obtain their support in engaging with other district staff
 - Methods: Utilize Puget Sound Educational Services District as an existing touchpoint.
- District Curriculum Managers and Teachers on Assignment for science, visual and performing arts, social studies (including ethnic studies and Native American studies) language arts, Career and Technical Education.
 - Goal: Understand what information school staff needs related to content and curriculum to make a partnership choice.
 - Methods: Online focus groups, by content area or geography
- School and Community Partnerships and Engagement Managers
 - Goals: Identify barriers to partnership and what schools and educators need to encourage partnership at a systems level. Identify existing partnerships with science, arts, and heritage organizations.
 - Methods: 1-1 conversations, on-line focus group
- Teachers and other school staff who make partnership decisions
 - Goals: Identify barriers and needs. Identify existing successful partnership models. Beta testing for website and on-line roster.
 - Methods: On-line focus groups with stipends provided for work outside of the school day. May be grouped elementary/secondary, geography, content areas.
- Transportation Managers
 - Goals: Understand the cost and process for funding school transportation to cultural partner facilities.
 - Methods: 1-1 interviews
- Science, Arts, and Heritage Education Community Organizations:
 - Goals: Gather functionality needed for roster and funding mechanism from a partner perspective.
 - Method: Focus groups with a variety of types, organization sizes, and locations.

2025 Public Schools Cultural Access Launch

There will be three main strands of communication: district and school staff, cultural education partners and the King County general public.

Communications with Districts and Schools

Goal: Inform district and school staff about the program and give them a consistent easy way to access the roster

Message: Partnering with King County science, arts, and heritage community organizations will increase student engagement, expand the breadth and depth of student learning, and bridge cultural gaps. Through Doors Open, there are hundreds of no-cost programs with King County science, arts, and heritage community organizations and free field trip transportation is available to many schools.

Strategies: Work with school district communications departments to add persistent links on district and school staff web pages. District staff eNews, emails via curriculum managers. In-person launch event at a cultural partner space.

Communications with Cultural Education Partners

Goal: Inform science, arts, and heritage cultural organizations about the funding and roster opportunities.

Message: More than \$10M is available annually to provide free science, arts and heritage education programs to King County public school and tribal school students. This is an opportunity to sustain, deepen and extend cultural education to students across the county.

Strategy: Email outreach through 4Culture’s existing cultural organizations list augmented by organizations that schools report already partnering with. Webinars and technical assistance by 4Culture staff to provide information and answer questions.

Communications with Public

Goal: Raise awareness of Doors Open Public Schools Cultural Access Program in the general public, especially those connected to public education (students, families, school staff)

Message: Partnering with King County science, arts, and heritage community organizations will increase student engagement, expand the breadth and depth of student learning, and bridge cultural gaps. Through Doors Open, there are hundreds of no-cost programs with King County science, arts, and heritage community organizations and free field trip transportation is available to many schools.

Strategy: Media campaign that includes an in-person event for school leaders, educators, students, families, cultural education organizations and media to raise public and educator awareness of the program.

Table of role descriptions: school districts, cultural orgs, 4Culture

School Districts	<ul style="list-style-type: none"> • Inform program design [transportation managers, curriculum managers] • Support communication about program to school staff [communication managers]
School Teachers	<ul style="list-style-type: none"> • Inform program design through focus groups and beta testing, pre- and post-launch • Utilize cultural education partners roster to arrange programs for students

	<ul style="list-style-type: none"> • Collaborate with cultural education partners to plan programs and complete no-cost partnership agreement (or MOU) • Implement cultural learning programs with partner • Complete brief post-partnership survey
Cultural Organization Education Programs	<ul style="list-style-type: none"> • Inform program design through focus groups and beta testing, pre- and post-launch • Provide data to populate roster with organizational and education program details • Assign staff to monitor school program requests • Collaborate with requesting school staff to plan programs and complete no-cost partnership agreement (or MOU) • Implement cultural learning programs with school staff • Complete brief post-partnership survey • Receive funds
4Culture	<ul style="list-style-type: none"> • Conduct stakeholder engagement with staff from schools and cultural education partners to inform program design. • Design, implement and maintain website, roster, funding mechanisms for transportation and cultural education organizations. • Create conditions to foster positive, long-term relationships between schools and cultural organizations.

Public Benefit Reporting for Public Schools Cultural Access Program

Doors Open Public School Cultural Access Program grant recipients are required to meet at least one general Public Benefit requirement and one Equity or Geographic Inclusion Benefit requirement. Of these, the most relevant to the Public Schools program are:

- Providing cultural educational programs and experiences at a cultural organization's own facilities or in schools or other cultural facilities or venues; (GENERAL PUBLIC BENEFIT)
- Providing arts, science, and heritage career building opportunities for youth through internships and apprenticeships or other means; (GENERAL PUBLIC BENEFIT)
- Providing free access to curriculum-related arts, science, and heritage programs for public school students throughout the county at school and at cultural sites with emphasis on underserved students; (EQUITY INCLUSION BENEFIT)
- Providing cultural programming to communities outside the city in which a cultural organization is primarily located, either directly or in partnership with other cultural organizations, or public schools, or through other means. (GEOGRAPHIC INCLUSION BENEFIT)

Data on Public Benefits will be collected through the Memorandum of Understanding that the cultural organizations and schools complete to receive funding. Public Benefits data will include data that illustrates the immediate benefits of programs to King County public school students and staff as well as benefits for the cultural organizations. 4Culture will also gather data to show the

longer-term benefits of engaging in learning through community partnerships with cultural organizations to King County students and communities.

Metrics related to benefits to public school students include:

- Number of students participating in programs by program type, category, discipline
- Number of students participating in programs by school FRL rate (EQUITY INCLUSION BENEFIT)
- Number of students participating in programs by county council district, zip code, school district (GEOGRAPHIC INCLUSION BENEFIT)
- Application and award levels to organizations for education programs by school, school district, schools where at least 40% of students are eligible for the Free and Reduced Lunch program (FRL)

Metrics related to benefits to public schools and staff include:

- Number of schools, classes participating in programs by program type, category, discipline
- Number of schools, classes participating in programs by school FRL rate (EQUITY INCLUSION BENEFIT)
- Number of schools, classes participating in programs by county council district, zip code, school district (GEOGRAPHIC INCLUSION BENEFIT)
- Number of busses and amounts paid to school districts for transportation by district, school, county council district
- Number of professional development programs by school, district, cultural category, discipline
- Number of teachers participating in professional development by school, district, cultural category, discipline

Metrics related to benefits to cultural organizations include:

- Application and award levels to organizations by program type, category, discipline
- Application and award levels to organizations by organization size, demographics of leaders, staff (EQUITY INCLUSION BENEFIT)
- Application and award levels to organizations by county council district, zip code, school district, school (GEOGRAPHIC INCLUSION BENEFIT)

Metrics to understand Doors Open's impact and to inform improvements to the Doors Open the Public School Cultural Access Program include:

- Number of cultural organizations that are listed on the roster by category (science, arts, heritage) and discipline (e.g. zoology, computer science, music, theatre)
- Number of educational programs listed by type (field trip, in school), category, discipline,
- Traffic to roster

Additional metrics to grow understanding of the impact of programs on students will be added after consulting with evaluation staff.

C. Public Free Access

Program and Allocation Summary

The Public Free Access program aims to reduce the significant barrier that admission fees pose to many King County residents and visitors, particularly underserved communities, in accessing quality, relevant cultural and science experiences. Reimbursements are provided to cultural organizations to help cover the costs of providing free and reduced cost programming throughout the year.

Program Criteria

Grants may be used to support free and reduced cost attendance at arts, heritage, preservation, or science experiences that meet the following criteria:

- Mission-based and meaningfully engages the attendee in the mission.
- Provides an identical experience to attendees paying a standard fee.
- Produced by the applicant organization.
- Open and advertised to the general public without restriction or limitation by invitation, such that anyone who wishes to visit/attend/participate/purchase a ticket may do so.
- In-person at venues in King County whereat head counts are taken and recorded.

Application, panel, and award process

Maintaining a focus on equitable access to funding, the Public Free Access program minimizes the burden of applying by automatically pre-qualifying current Doors Open operating support grant recipients, if they meet all other program eligibility requirements. The operating support panel process effectively serves as the panel process for Public Free Access grants, meaning that being awarded an operating support grant for the current year provides eligibility to apply for a Public Free Access program grant for the same year if the applicant provides cultural experiences consistent with the program criteria and guidelines.

Applicants are required to complete a short application providing necessary information, including but not necessarily limited to the following items:

- Number of free and reduced cost attendance and total other paid attendance provided by the applicant during the previous calendar year.
- How attendance was counted.
- What documentation of the attendance is preserved.
- List of the cultural experiences in the current calendar year the applicant plans to offer free or reduced cost participation.
- How the applicant will prioritize providing free or reduced cost access to cultural experiences for members of underserved communities.

Public Free Access grants for the current year are based on the free and reduced cost attendance provided in the previous calendar year that meets the program criteria and guidelines.

Public Free Access

Estimated annual funding: \$14.6 million

Objective: Increase access to cultural offerings

Strategy: Reimburse cultural organizations for free and reduced-cost access experiences

Key Reporting Metric: Number of free and/or reduced cost attendants

In addition, applicants located outside Seattle, located in, and primarily serving a King County Community of Opportunity, with the smallest operating budgets, and/or other indicators correlated with a limited access to funding receive an equity investment increasing the grant amount over and above what would have been awarded otherwise.

Public Benefit Reporting

To receive reimbursement, all Public Free Access recipients provide documentation on the number of free and/or reduced cost attendance provided. This reporting metric is collected by 4Culture for annual reporting and is evidence of the General Public Benefit and Equity Inclusion Benefit requirements.

D. Building for Equity

Program and Allocation Summary

The Doors Open allocation for Building for Equity encompasses 4Culture’s facilities, facility-focused capacity building, and other capital grant programs. 4Culture’s current Building for Equity initiative was built to center communities that have historically faced barriers to purchasing and stewarding cultural space, and provides a combination of funding, tailored support, and strategic partnerships.

Doors Open will enable 4Culture’s existing Building for Equity funding programs, including Capacity Building and Facilities, to grow. A new program will be initiated, focusing on facilities that serve Native communities and share Native cultures.

The Doors Open Building for Equity allocation will also bring additional resources and a renewed focus on equitable funding strategies in 4Culture’s Equipment, Landmarks Capital, and Emergency/Unforeseen Capital programs.

Program Criteria

Building for Equity: Facilities criteria include Quality and Qualifications; Feasibility; Project Impact and Public Benefit; and Advancing Equity. An additional eligibility requirement for projects with budgets larger than \$10 million is a demonstrated commitment to Equity in Development and Construction Practices. Funding levels will be determined during the funding process based on revenue availability and applicant need.

Building for Equity: Capacity Building criteria include Quality and Qualifications, Feasibility, Impact, and Advancing Equity. (An additional eligibility requirement for Capacity Building applicants is being located in a Community of Opportunity or outside of Seattle; or the organization’s primary mission or programs must support historically marginalized communities.)

Building for Equity

Estimated annual funding: \$9.7 million

Objective: To support cultural building projects and create a pathway to equitable facilities funding.

Strategies:

- Provide funding for cultural and science organizations to acquire, build, and renovate buildings, to purchase equipment
- support organizational capacity building for meeting facility goals

Key Reporting Metric: Number and type of projects funded over time by district and zip code

Equipment criteria include Quality, Feasibility, Project Impact, and Advancing Equity.

Native Cultural Facilities funding criteria are currently under development. A Native Advisory Council is working with 4Culture staff to refine funding criteria.

Landmarks Capital criteria include Quality; Feasibility; Public Benefit; Advancing Equity; and Program Priorities. (The Program Priorities criterion allows the Landmarks Capital program to adapt to time-sensitive needs and specific gaps in funding for historic preservation. Additionally, the project must focus on the rehabilitation of a designated landmark property.)

Emergency/Unforeseen criteria include Quality, Feasibility, and Project Impact and Public Benefit. Additionally, projects must meet eligibility criteria as follows:

Emergency:

- A pressing situation that would cause a facility or landmark to be threatened, or to suffer severe economic consequences due to conditions outside of the applicant's control
- A threat to the safety of patrons or staff
- A catastrophic event or natural disaster

Unforeseen Opportunity:

- An opportunity that was not available at the time of the last application deadline and that will no longer be available to the applicant by the next application deadline.
- Will allow an organization an unexpected opportunity to significantly advance its goals and mission

Application, panel, and award process

Each grant program and cycle has a different pool of applicants and projects. Grant recommendations for Building for Equity Facilities, Building for Equity Capacity Building, Equipment, and Landmarks Capital funding are made by separate panels consisting of working professionals in the fields we fund, and who represent all parts of King County, sizes of organizations, and different points of view. Each panel, the composition of which changes every year, comes together to talk about the proposals and recommends funding for selected proposals to 4Culture's Advisory Committees and Board based on the criteria outlined above. The 4Culture Board then approves the final list of awards.

Applicants are notified of their awards after the Board gives final approval for funding. Program managers work with each applicant to develop a Scope of Services and Public Benefit requirements for their grant contract. Grant payments are made upon request for reimbursement for qualifying expenses; the applicant must submit copies of their invoices to 4Culture to document the expenses.

The application and review process for Native Cultural Facilities funding is currently under development under the guidance of a Native Advisory Council.

4Culture sets aside a limited amount of capital grant funding for Emergencies and Unforeseen Opportunities, outside of the regular grant cycle. Applications for Emergency/Unforeseen Opportunity funding are reviewed by the relevant 4Culture Advisory Committee in advance of their regular meeting, and typically the applicant joins the committee for an interview. Advisory Committee members evaluate whether the project meets 4Culture's definition of an Emergency or Unforeseen Opportunity, and they consider the project's merits using the criteria of Quality, Feasibility, Equity, and Public Benefit.

Advisory Committee recommendations for out-of-cycle funding go to the 4Culture Board of Directors for final approval. In the absence of a meeting of the 4Culture Board, recommendations are reviewed and approved by the 4Culture Executive Committee.

Engagement and communications plan

Most of 4Culture’s capital grant programs are well-established, and our networks and communication strategies employ a racial equity lens to target outreach to underserved communities and encourage them to apply for funding.

Outreach is focused on underrepresented communities based on prior award and applicant pool demographics. Guided by 4Culture’s Communications priorities, these efforts include open application periods of 6-8 weeks; at least three workshops sharing guidelines, criteria, and the application process; and engagement including communication in multiple languages to broad-based community networks and media outlets within 4Culture’s network.

A special focus will be on reaching and engaging Science and Technology organizations that are newly eligible for Building for Equity Facilities, Building for Equity Capacity Building, Equipment, and Emergency/Unforeseen programs.

In addition, 4Culture’s Native Advisory Council will advise on outreach and engagement strategies for the Native Cultural Facilities program.

Public Benefit Reporting

Building for Equity Facilities grants require organizations provide arts, culture, science and/or heritage programs, services, or opportunities as a public benefit for a period of at least 10-years as specified in the agreement governing the award.

During that time, as public health regulations permit, the public will regularly have access to the organization’s facility or primary location and will benefit from participation in specific arts, culture, science and/or heritage opportunities provided by the organization.

The organization must widely publicize its public benefit performances, events and programs throughout King County and track the number of public benefit events and audiences served by such programs.

In addition, as part of the public benefit to be provided by this grant, this organization agrees to provide 6-hours to the Building for Equity Program. These hours may include participation in a focus group, interviews with 4Culture staff and/or to present at a 4Culture workshop. The intent of this participation is to evaluate the efficacy of the Building for Equity Program through its participants and to create a community of practice around planning, developing, and building facility projects.

For organizations with project budgets of \$10m or more, a unique public benefit is required. These grantees agree to participate in a quantifiable Space Contribution program facilitated by 4Culture. The intent of this program is to encourage resource-sharing and partnership between Building for Equity constituents. The Grantee will offer free access to technical assistance, use of facility space or other equivalent benefits over a designated period with a Building for Equity Capacity Building or Launch grantee.

Building for Equity Capacity Building grants require organizations provide the following potential cultural opportunities as public health regulations permit:

- Regularly scheduled cultural programs produced by the organization offered to King County residents and visitors, either live or through virtual means
- Access to special events or educational programs offered by this organization
- Participation/engagement of this organization’s staff, board and/or volunteers in training that prepares them to better serve their community and increase their skills in planning for and managing capital projects.

The organization must widely share its public benefit performances, events, and programs throughout King County and track the number of public benefit events and audiences served by such programs.

Equipment grants require organizations to provide the following types of potential opportunities to the public, with the equipment over a period of at least 10 years:

- Regularly scheduled free or pay-what-you-can access to rehearsals, previews and/or performances; or historic space, exhibits, and/or programs enabled by the equipment supported by this grant.
- Regularly scheduled free or reduced-price admission to displays or collections enabled by using the equipment supported by this grant.
- Regularly scheduled public programs produced by the grantee and offered to King County residents and visitors at other sites.
- Access to educational programs produced by the grantee that are targeted to under-served King County populations such as students, senior citizens, or other specific audiences.

The **Landmarks Capital** program’s public benefit centers on the rehabilitation and long-term stewardship of designated landmarks. Landmarks Capital recipients must agree to maintain the property as landmark in perpetuity, and to maintain the property in good condition for a minimum of 10 years. The recipient must abide by local historic preservation regulations, which typically include a requirement for design review of any proposed changes, and adherence to the Secretary of the Interior’s Standards for the Treatment of Historic Properties.

Emergency/Unforeseen public benefit varies slightly by program area but parallels the public benefit requirements of Building for Equity Facilities and Landmarks Capital programs.

E. Countywide Initiatives

Countywide Initiatives funding will support ‘field services’ organizations that improve career opportunities for King County’s cultural practitioners. Field services are investments in people, without whom the cultural sector would not exist. A healthy workforce will strengthen the arts and culture ecosystem and, in turn, improve the cultural experience available to the residents and visitors of King County.

Countywide initiatives will use the framework of field services to support cultural practitioners. Field services refers to the constellation of programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County.

- **Capacity building** is the generation of resources or support intended to help an organization, group, or individual enhance their ability to fulfill their mission or purpose (i.e., any activity or support that is focused on the health and sustainability of an organization or the practitioner rather than specific programs.)
- **Cultural practitioners** are the collection of artists; administrators, professionals, and volunteers of cultural institutions and culture-focused public agencies; owners or stewards of historic structures and landscapes; culture bearers; technical specialists; and creative professionals and workers with specialized skills needed in the cultural ecosystem.

4Culture has historically played a supporting role in field services, though it may not have considered this an explicit function of the organization. Studies by ArtsFund, 4Culture, and others between 2018 and 2022 highlight a need for more systemic and sustained approach to field services to enable the cultural sector to thrive during the regional affordability crisis.¹⁶ In 2020, understanding and providing a systemic approach to field services for individual practitioners was included as one of King County’s Cultural Plan Goals: “Foster racial equity, agency, and collaboration for cultural practitioners to build a stronger cultural sector.” The Covid-19 pandemic exacerbated the need greatly, shuttering many venues, pushing cultural practitioners out of the region, and creating social and creative isolation.

Countywide Initiatives

Estimated annual funding: \$6.8 million

Objective: Support regional initiatives for cultural workforce development

Strategies:

- Multi-year project-based funding for organizations providing field services for cultural practitioners
- Support for cultural workforce and career development

Key Reporting Metric: Number and location of field service providing programs; Number of participants completing the programming and/or service

¹⁶ ArtsFund Social Impact Study, 2018; King County 4Culture Task Force Report, 2018; 4Culture Cultural Health Study, 2021; and Puget Sound Regional Council’s Arts and Culture Economic Recovery Strategy, 2022.

Field Services, Post-Pandemic

A landscape scan of Field Services conducted by BERK Consulting in 2023 found that field services offerings are most challenged by funding and staffing constraints among field services providers. Field services are most robust in Seattle where providers are concentrated, and where funding and programming is augmented by the City of Seattle. Field services opportunities are often found through social media or through word-of-mouth, and there is no accepted countywide hub for communication of opportunities.

Field service offerings 4Culture is best equipped to support include:

Pathways. Training and skill-building opportunities are not consistently available and accessible across career stages, disciplines, and regions.

Community-building. Cultural practitioners want community building and mentorship, such as cooperatives or communities of practice to connect with other cultural practitioners.

Professional services. Individual cultural practitioners need professional services such as legal counsel, professional photography and marketing, trademarking, and tax advice. These services, when available, may not be tailored to the unique needs of cultural workers or affordable.

Program and Allocation Summary

Countywide Initiatives will help 4Culture provide transformative funding to field services providers who support cultural workforce development for cultural practitioners in all disciplines and throughout the county. Countywide Initiatives funds will provide multiyear project-based grants to increase capacity for field services providers to support individual practitioners of all cultural disciplines.

Program Criteria

This program will be open to:

- Cultural organizations with a primary purpose to provide programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County.
- Cultural organizations who provide or would like to provide field services, but do not include it as their primary mission focus. For projects proposed by these cultural organizations (that are not primarily field service providers), the proposed project must benefit more than the staff, membership, or audience of the applicant organization.

Examples of Field Service Providers in King County

- Artist Trust
- Shunpike
- Arte Noir
- Maple Valley Creative Arts Council
- African American Writer's Alliance
- Centro Cultural Mexicano
- Washington Trust for Historic Preservation
- Historic Seattle
- yəhaw' Indigenous Creatives Collective
- Ethnic Heritage Council
- Museum Educators of Puget Sound
- TeenTix

Countywide initiatives will prioritize support for organizations that are based and projects that will take place outside of Seattle, in a Community of Opportunity, or meeting other equity criteria, for funding and support.

Application, Panel, and Award Process

Field service project grants will be evaluated by panels of professionals in the fields we fund, who represent all parts of King County, sizes of organizations, and different points of view. Each panel will come together to talk about the proposals and recommend funding for selected proposals to 4Culture's Advisory Committees and Board based on the criteria outlined above. The 4Culture Board will approve the final list of awards.

Applicants will be notified of their awards after the Board gives final approval for funding. Program managers will work with each applicant to develop a Scope of Services and Public Benefit requirements for their grant contract. Grant contract terms will be at least 3 years, to allow for appropriate length of planning before implementation and help sustain projects for one or two interactions.

Engagement and communications plan

4Culture conducted extensive outreach in the development of Countywide Initiatives. In addition to working across all advisory committees, 4Culture partnered with eight organizations throughout the county to gain insight from the cultural practitioners they serve. In April 2024, 4Culture hosted a community convening for all field services partners involved in the development of the Field Services landscape scan to provide additional review and feedback.

Partner organizations for the early development of Countywide Initiatives includes:

- African American Writer's Alliance
- Centro Cultural Mexicano
- Festal
- King County Historic Preservation Program
- Maple Valley Arts Council
- Powerful Voices
- Wing Luke Museum YouthCAN
- yəhaw' Indigenous Creatives Collective

In 2025, 4Culture will run an open roster call to ensure we connect with as many field service providers in the county as possible. We will target grant outreach to known field service providers from the 2024 landscape scan and new providers, with an emphasis on communities often underfunded by 4Culture. Like our other programs, 4Culture will offer digital and non-digital engagement to assist potential applicants with understanding the program and technical assistance throughout the application process.

Public Benefit Reporting

Recipients of Countywide Initiatives funding will report on how funding helped with implementation of capacity-building projects or activities to support cultural practitioners. Data collected will include:

- Number of programs and/or services provided

- Number/attendance for practitioners that participated in their organization’s programming and/or services
- Location of programming and/or services
- Number of partnerships between cultural organizations facilitated

F. Launch

Program and Allocation Summary

The Launch program is focused on new and emerging, Doors Open-eligible cultural or science organizations in King County, with a goal to ensure that all geographic areas of the county and all communities in the county have access to cultural experiences.

Launch will provide grants for start-up costs and multi-year operating support to new and emerging organizations, paired with capacity building and technical assistance. New organizations will have a pathway to receiving Sustained Support, which is only available to organizations

with a minimum 2-year operating history for heritage and preservation and 3-year operating history for arts. Organizations that have previously received Sustained Support but have had 501c3 status for less than 3 years and are hiring paid staff for the first time, can apply for a limited-time boost in operating support, along with capacity building services to enable their growth and stability.

An additional priority of this program is increasing access to cultural space, especially for organizations that have historically faced barriers to purchasing and stewarding cultural space. The Launch program will explore leveraging 4Culture’s existing capital programs, including Building for Equity Facilities and the Preservation Action Fund, to increase access to cultural space for new and emerging organizations.

Program Criteria

The Doors Open Ordinance states:

"New or emerging cultural organization" means a cultural organization formed, and operating exclusively for exempt purposes, as a 501(c) (3) nonprofit no more than three years prior to seeking funding under the Door Open Program."

For the purposes of the Launch program, 4Culture further defines “**new organizations**” as Doors Open-eligible cultural or science organizations that are less than three years old and have not previously been awarded Sustained Support funding. New organizations that do not have 501c3 status may be fiscally sponsored, if the sponsor is a Doors Open-eligible 501c3 organization.

Launch

Estimated annual funding: \$2.9 million

Objective: Ensure that all geographic areas of the county and all communities in the county have access to cultural experiences

Strategies: Grants for start-up costs and multi-year operating support to new and emerging organizations, paired with capacity building and technical assistance

Key Reporting Metric: Number of awards and total funding over time to new organizations by geography and discipline; Number of new organizations that gain eligibility to Sustained Support

New collaborative ventures among existing organizations are also eligible for funding as new organizations, but they must have a decision-making body and structure that is independent of the participating organizations.

For the purposes of the Launch program, 4Culture further defines “**emerging organizations**” as Doors Open-eligible cultural or science organizations that do not yet have 501c3 status or have had 501c3 status for less than three years, and are hiring paid, regular staff for the first time. Emerging organizations may have received Sustained Support previously.

The Launch Program will prioritize organizations based outside of Seattle, or in a [Community of Opportunity](#) (COO), or meeting other equity criteria, for funding and support.

Program criteria for selecting new and emerging organizations to be funded will be refined based on outreach and engagement taking place in 2024 and 2025 and are anticipated to include Quality and Qualifications; Impact and Public Benefit, Feasibility, and Advancing Equity.

Application, Panel, and Award process

New Organization and Emerging Organization grant applications for start-up and operating support will be evaluated by panels of professionals in cultural sector fields, who represent all parts of King County, sizes of organizations, and different points of view. Each panel will come together to talk about the proposals and recommend funding for selected proposals to 4Culture’s Advisory Committees and Board based on the criteria outlined above. The 4Culture Board will approve the final list of awards.

Applicants will be notified of their awards after the Board gives final approval for funding. Program managers will work with each applicant to develop a Scope of Services and Public Benefit requirements for their grant contract. Grant contract terms will be 2-3 years, to help sustain new and emerging organizations until the next Sustained Support application round that they will be eligible for.

Engagement and Communications Plan

4Culture will conduct an extensive outreach and engagement process beginning in 2024 and continuing into 2025. Priorities for this engagement include:

- Outreach will include opportunities for both digital and non-digital engagement
- Geographic reach of engagement will be countywide, with an emphasis on rural and underserved communities
- Language access will be prioritized based on 4Culture analysis of demographic data indicating communities that are underserved with cultural funding

Outreach and engagement for the Launch program will include technical support for the formation of new organizations, to help build a pipeline of applicants that will be competitive for New Organization grants.

Public Benefit Reporting

Like Sustained Support recipients, New and Emerging organizations will report on the public benefit of their activities over the course of each year that they receive funding. This may include metrics such as visitation numbers, volunteer hours, or audiences served. The public benefit

reported by Launch-funded organizations can include capacity-building work that leads to growth in reach and impact. Public benefit can also include free and reduced cost programs and services that increase access to culture and science, especially for underserved communities.

G. Outside of Seattle Program and Communities of Opportunity Program

Ensuring continued and expanded access to cultural facilities and cultural programming located in and serving economically and geographically underserved populations is a key objective of the Doors Open program and is long held value at 4Culture. Built into each of the six Doors Open programs is the requirement that the recipient organization provide Equity and/or Geographic Inclusion Benefits, in addition to the General Public Benefit requirement.

In addition, the ordinance sets aside funds to ensure that 25% of Doors Open program funding supports organizations outside of established cultural centers and that of all Doors Open funding, a minimum of 10% goes towards organizations in Communities of Opportunity or serving vulnerable populations.

Per the ordinance, the goals for this funding are:

1. Overcoming economic and geographic inequities that limit access to the arts, science, and heritage experiences by expanding access to programs and activities at cultural organizations in the county, such that audiences represent the diversity of the county;
2. Stronger relationships between local communities and cultural organizations that result in the creation of programs and activities that are mutually beneficial;
3. Making the boards, staff, and programming of cultural organizations more representative of the diversity existing within the county; and
4. Ensuring that the Doors Open Program distributes a total of at least one million dollars to cultural organizations in each county council district each year.

Investments in Geographic Inclusion and Equity

4Culture recognizes that where an organization is based or provides its services, as well as the communities it serves, can affect access to funding and other resources. To take a step towards balancing these disparities, 4Culture will award additional funding to organizations that are based in parts of King County that are less served by other funding sources, and to organizations that specifically serve marginalized communities.

Communities of Opportunity Composite Index Map

To identify the locations for equity investments, 4Culture leverages the [Communities of Opportunity Composite Index](#). This index is a publicly available research tool with data compiled by Public Health – Seattle & King County. This work stems from a partnership funded by Best Starts for Kids, King County, and the Seattle Foundation.

The COO Composite Index was first developed in 2012 and includes a set of indicators for different health and socioeconomic domains to examine their combined impact on community health and well-being.

4Culture has been using this Composite Index Map to help practice its equity investments since 2020.

Outside of the City of Seattle

Cultural organizations with a primary location outside of Seattle City limits will receive additional geographic equity funds. 25% of all Doors Open funding will be distributed to organizations outside the City of Seattle.

Communities of Opportunity

Organizations that are located in a Community of Opportunity are eligible for additional funds. The Communities of Opportunity (COO) index includes a set of health and socioeconomic indicators to gauge community health and well-being. 4Culture aligns our equity investments with the COO index to identify the areas of King County in greatest need of support. 10% of all Doors Open funding will be distributed to organizations located in a Community of Opportunity or serving one or more vulnerable populations

6. Measuring and Evaluating Doors Open Outcomes

Doors Open gives 4Culture the opportunity to hire its first full-time Evaluator. This position was posted publicly in March 2024 and the new hire is expected to join by early summer 2024. The Evaluator will help 4Culture to improve its data collection, reporting, and reflection processes and will help ensure that Doors Open programs are accountable to the public.

Key reporting metrics listed for each program may be revised upon review by the Evaluator.

Timeline for Assessment Report

4Culture plans to deliver the assessment report in 2029. This will provide time to gather and analyze data which will inform the Doors Open renewal process in 2030. Prior to the official Assessment Report, 4Culture will integrate Doors Open program reporting with its regular cycle of reporting on budget and funding activities to the Executive and the King County Council.

Assessment Report Requirements

As required in the ordinance, 4Culture will develop an Assessment Report and reporting process that addresses the effectiveness of program funding. In developing this Report and reporting process, it will work with following groups:

- Qualified evaluation personnel
- Staff from cultural organizations
- King County cultural consumers
- School districts
- 4Culture staff
- 4Culture Board of Directors

Per the Ordinance, the Assessment Report will include:

- An overview of evaluation personnel, methodology, and practices
- Funding distribution data by council district and zip code
- Planned vs actuals for program allocations, year past and year ahead
- Data and findings on public benefit outcomes for King County residents

- Data and findings on Public School Cultural Access Program, broken down by council district and zip code, and by percentage of schools eligible for Doors Open transportation funding
- Data and findings on organizations located in and serving Communities of Opportunity
- Data and findings on capacity building and growth for organizations located and serving communities outside of Seattle
- Recommendations for future improvements or changes to Doors Open program processes, criteria, and reporting requirements

7. Appendices

A. Itemization of Doors Open Start-Up Costs

Table reflects Doors Open expenditures incurred by 4Culture between December 5, 2023, and March 31, 2024.

Item	Cost	Note
Existing Staff – Doors Open time allocation	\$531,050	Employee allocation % range: 0% - 80%. Average time allocation 31%.
Indirect Costs - Occupancy/IT	\$134,705	Indirect costs parallel salary allocations; thus 31% of total allocable indirect costs
New staff	\$29,471	2024 Doors Open Project Director through 3/31
Consulting expenses	\$24,950	
Legal and accounting	\$17,817	
Other	\$7,753	Includes professional fees for design, outreach and marketing, and office equipment and supplies
Total	\$745,746	

B. 2024 Board Directors

Staci Adman: Kenmore (District 1)

Staci is an artist who lives and creates in Kenmore, WA. She graduated from the University of Washington with a BFA in painting and now works in a wide variety of media. She has enjoyed sharing her love of art with children and youth for a couple of decades. She currently teaches adult glass and fiber classes at The Schack Art Center in Everett and her work is found in several local galleries. Staci had the honor of being a co-creator of the Kenmore Mural Project in Kenmore, WA in 2016 and has created several public art projects around Woodinville sponsored by the Woodinville Rotary's Peace Pole project.

Catherine Nueva España, Vice President: Seattle (District 4)

Catherine Nueva España is a consultant with experience in arts, design, and creative practices. She helps leaders recognize personal values and create a practice of sustaining collaborations. She has been interim executive director at On the Boards and EarthCorps, executive director at Velocity Dance Center, and a board member at Khambatta Dance Company. She serves as a board commissioner for ArtsWA and serves on a variety of grant panels. España received her BA from Wellesley College, and her MA in Dance Studies from the Trinity Laban Conservatoire in London.

Leanne Guier: Pacific (District 7)

Leanne Guier is the retired mayor of Pacific, Washington, where she served from July 2013 until December 2023. Leanne has also worked as the Political Coordinator for the UA Plumbers and Pipefitters Local. She has served on a variety of King County Regional Committees, including Water Control, Transportation, Growth Management, and Flood Control. In 2019, she was elected President of the Sound Cities Association (SCA). Leanne also spearheaded construction of 3 War Memorial sites along the Interurban Trail.

Angie Hinojos: Redmond (District 3)

Angie Hinojos is the Executive Director and co-founder of Centro Cultural Mexicano in Redmond. Angie is a Trustee for Cascadia College, and Chair of the Washington State Commission on Hispanic Affairs. She is a Public Artist and a passionate advocate for social and racial justice. She received a degree in Architecture from UC Berkeley and utilizes her experience with art and culture to strengthen community bonds. As a community organizer, Angie has focused on equity in education to increase access to higher education for underserved communities.

Khazm Kogita, Member-at-Large: Seattle (District 8)

Khazm “King Khazm” Kogita is a multidisciplinary artist, music producer, and community organizer who's a prominent figure in the Hip-Hop community in Seattle and internationally. His work to unify and empower the communities is demonstrated through over 25 years of art and service. Khazm is Executive Director of 206 Zulu, a Seattle Disability Commissioner, a Here & Now Project Board Member, and Manager of Washington Hall.

Afua Kouyaté: Seattle (District 2)

Afua Kouyaté is a teaching and performing artist specializing in cultural arts leadership, emphasizing therapeutic engagement. As the Executive Director of Adefua Cultural Education Workshop, she is viewed as one of Seattle’s treasures, a leader in the cultural arts sector, and dedicated to the community. Afua is renowned for building educational pathways for youth and families for African cultural experiences. Afua presents a full year of programming in the of study of arts, history, and culture.

Seth Margolis: Seattle (District 8)

Seth Margolis is the Director of Education Operations for the Boeing Academy for STEM Learning at The Museum of Flight in Seattle and has worked at heritage organizations in the United States and Canada. He teaches museum education for the UW Graduate Program in Museology, serves on the advisory board for the Museum Studies Certificate Program, and is a member of the 4Culture Heritage Advisory Committee.

Frank Martin: Skykomish (District 3)

Frank Martin is the managing principal of the Chain Companies and has been a recipient of a 4Culture Preservation grant to restore the Skykomish Theater into what is now known as Onemish Lodge, an extended stay basecamp in the heart of the Great Northern Corridor. Prior to Chain, Frank was a Senior Program Manager at Microsoft, Senior Project Manager for Investco Financial Corporation, and Construction Manager for a general contractor in Seattle.

Bryan Ohno: Kent (District 5)

Bryan Ohno is the Director of Soos Creek Studio, a contemporary ceramic studio that creates sustainable use pottery, and trains the next generation of youth potters. Bryan's career has led him to direct two art galleries in Tokyo and Seattle. He was also the founding director of MadArt. Bryan previously served on 4Culture's Art Advisory Committee. Bryan received his Bachelor of Arts degree in Fine Arts from the University of Puget Sound. Bryan also serves on the Kent Arts Commission.

AC Petersen: Kirkland (District 6)

AC Petersen has been choreographing and producing dance/theatre works since 1983. She is a volunteer book narrator at the Washington Talking Book and Braille Library and worked in communications and media relations with the UW Libraries. While at the Northwest Asian American Theatre, she worked with individual artists from Asia and Pacific Island regions in creating new interdisciplinary works. She was a founding co-editor of DanceNet, a publication for the region's dance community, from 1990-2000, and has a BA in Architecture from the University of Washington.

Natasha Rivers, Secretary: Renton (District 5)

Natasha Rivers is the Senior Sustainability & Measurement Manager at BECU where she is developing a strategic framework around their social impact and commitment to philanthropy, diversity, equity, and inclusion. Natasha has served on the boards of the Seattle Children's Theatre, Seattle Urban League Young Professionals, and Treehouse for Kids. In 2022, Rivers was named one of Seattle's 40 Under 40 by the Puget Sound Business Journal. She is a Leadership Tomorrow alum and Partner with Social Venture Partners (SVP). Natasha earned her PhD in Geography from UCLA with a focus on contemporary sub-Saharan African migration.

Latha Sambamurti: Redmond (District 6)

Latha Sambamurti is the producer and Artistic, Outreach and Development Director of several large-scale arts and culture festivals in Washington. She is an educator, trained musician, band leader, and winner of Kirkland Performance Center's You Rock award for community service. Sambamurti has been a Washington State Arts Commissioner and a Redmond Arts & Culture Commissioner/Chair. She serves as a board director for several state and regional cultural organizations. Sambamurti holds a master's degree in English Literature.

Steven Schindler, Treasurer: Issaquah (District 3)

Steven Schindler is a partner with Perkins Coie, where he represents individuals and families in personal and estate planning strategies. His practice also includes working with individuals and groups to form charitable organizations and advising existing charitable organizations on a variety of legal and tax matters. He serves on several boards, including the Atlantic Street Center, End of Life Washington, and Powerful Schools, Inc, and is a member of the 2018 cohort of Leadership Tomorrow. Steven joined the 4Culture Finance Committee in 2020.

Neil Strege: Renton (District 9)

Neil Strege is Vice President of the Washington Roundtable, a public policy research and advocacy group comprised of senior executives of major Washington state employers. Before joining the Roundtable, Neil worked at the King County Council and as a Member of Congress. He is a graduate of Washington State University and a lifelong resident of Washington State. Neil serves on the board of the YMCA Youth and Government program and is the Vice Chair of the Washington Research Council.

Eugenia Woo, President: Seattle (District 2)

Eugenia parlayed a lifelong interest in architecture, history, cities, and communities into a career in historic preservation, serving as Historic Seattle's Director of Preservation Services since 2009. She develops and implements preservation policies and initiatives; provides technical assistance; engages in community outreach; and coordinates broad advocacy efforts. In 2022, Eugenia was honored with an Advocacy Award of Excellence from US Docomomo. Eugenia was a 4Culture Historic Preservation Advisory Committee member from 2015-2020, serves on the Governor's Advisory Council on Historic Preservation, and is a co-founder and current Treasurer of Docomomo US/WEWA.

Ex Officio Members

- Councilmember Claudia Balducci, District 6
- Councilmember Teresa Mosqueda, District 8
- Councilmember Sarah Perry, District 3
- Brian J. Carter, 4Culture

C. 2024 Advisory Committee Members

Arts

Amy Dukes, Issaquah (District 3)

Amy Dukes is the Arts Program Administrator for the City of Issaquah. In this role, she oversees the community arts granting program, manages the public art program, contributes to policy development, participates in the Local Arts Agency Network, and serves as the liaison to the mayor-appointed Arts Commission. She has worked in the arts and philanthropic sectors since 1995 in the Seattle area, Southern CA, and NYC.

Sudeshna Sen: Seattle (District 3)

An Indian American filmmaker, Sudeshna grew up in India and Japan before moving to the United States for graduate school. Her films have premiered at SIFF, Outfest Los Angeles, New York Indian Film Festival, and Vancouver South Asian Film Festival. Sudeshna is a member of Alliance of Women Directors, Women in Film and serves on the board of Seattle International Film Festival.

Lauren Superville: Seattle (District 7)

Born and raised in New Jersey, Lauren Superville is an Individual Giving Officer at Seattle Opera. Her background is in project coordination and creating and managing successful community events. She is leveraging her passion for relationship building by bringing together a wide range of stakeholders including staff, donors, and board members for the Opera's mid-level giving program.

Bryan Ohno: Kent (District 5)

Bryan Ohno is the Director of Soos Creek Studio, a contemporary ceramic studio that creates sustainable use pottery, and trains the next generation of youth potters. Bryan's career has led him to direct two art galleries in Tokyo and Seattle. He was also the founding director of MadArt. Bryan previously served on 4Culture's Art Advisory Committee. Bryan received his Bachelor of Arts degree in Fine Arts from the University of Puget Sound. Bryan also serves on the Kent Arts Commission.

Jessica Ramirez: SeaTac (District 7)

Jessica Ramirez is the Special Events and Volunteer Coordinator for the City of SeaTac, and participates in their Arts, Culture and Library Advisory Committee, which is the citizen advisory committee charged to advise the City Council on topics related to art and culture. In addition, Jessica represents City of SeaTac in the quarterly Local Arts Agency Network meetings.

Heritage

Christina Arokiasamy: Kent (District 5)

Born and raised in Kuala Lumpur, Malaysia, Christina Arokiasamy is renowned for her culinary skills, as a spice expert and as an award-winning cookbook author. She was Malaysia's first-ever official Food Ambassador to the United States and brings with her over 25 years of world class culinary expertise as a former chef of various Four Seasons Resorts throughout Southeast Asia. Christina is a passionate advocate for cultural heritage practitioners in King County.

Teofila "Teya" Cruz-Uribe: Burien (District 8)

Teya is the Director of the Sea Mar Museum of Chicano/a/Latino/a Culture and the Health Center Administrator of the Sea Mar Adolescent Medical Clinic. Teya has an M.A. in Museology from the University of Washington's (UW) Museology Program, and an M.A.I.S. in Russian, Eastern European & Central Asian Studies from the Jackson School of International Studies at University of Washington.

Suzanne Greathouse: Kenmore (District 1)

Suzanne Greathouse is the President of Kenmore Heritage Society and brings over 30 years of experience working with a broad spectrum of individuals, businesses, corporations, and universities. A Kenmore resident since 2014, Suzanne serves as a Bothell/Kenmore Chamber of Commerce Ambassador, Kenmore Planning Commissioner and is on the boards of the Northshore Senior Center and EvergreenHealth Foundation. Suzanne is focused on evolving the Heritage Society into a vibrant, inclusive, and fun organization.

Rachael McAlister: Auburn (District 7)

Rachael McAlister is the Director of the White River Valley Museum in Auburn, WA. Before taking on the role of director in 2018 she served as the Museum's Curator of Education for seven years. She holds a Bachelor of Arts in Fine Art from Belmont University and a Master of Arts in Museum Studies from Johns Hopkins University. McAlister's work includes extensive arts and heritage programming, municipal leadership, strong cultural partnerships, energized and engaged staff, and a commitment to racial justice and equity.

Seth Margolis, Board Representative: Seattle (District 8)

Seth Margolis is the Director of Education Operations for the Boeing Academy for STEM Learning at The Museum of Flight in Seattle and has worked at heritage organizations in the United States and Canada. He teaches museum education for the UW Graduate Program in Museology and serves on the advisory board for the Museum Studies Certificate Program.

Temi Odumosu: Seattle (District 2)

Temi Odumosu is an interdisciplinary scholar and curator at the UW iSchool. Her research and curatorial work are engaged with the visual and affective politics of slavery and colonialism, race, and visual coding in popular culture, postmemorial art and performance, image ethics, and politics of cultural heritage digitization. Odumosu holds a Ph.D. and Master of Philosophy in art history from the University of Cambridge and contributes to a variety of international research networks and initiatives.

Historic Preservation

Stefanie Barrera: Seattle (District 2)

Stefanie Barrera is an architectural designer at SMR Architects focusing on affordable housing projects. While working on her Master of Architecture at the University of Washington, Stefanie interned for 4Culture's Beyond Integrity Group. Her interest in historic preservation emanates from a curiosity to learn about other cultures, and the connection between cultural significance and place.

Justin Ivy: Seattle (District 2)

Justin Ivy is the owner of Heritage Art Glass, a Seattle-based stained and leaded glass studio specializing in repair, restoration, and new historic reproduction windows. Working with a wide array of clientele, from homeowner to developer to church board, he has been involved with projects in many of the Puget Sound region's historic structures.

Robyn Mah: Shoreline (District 1)

Robyn Mah is a principal at I.L. Gross Structural Engineers and has made historic building rehabilitation a cornerstone of her career. Robyn's recent renovation and adaptive reuse projects include Mercy Magnuson Place (Building 9) at Magnuson Park and YWCA's 5th and Seneca Building in Seattle.

Frank Martin, Board Representative: Skykomish (District 3)

Frank Martin is the managing principal of the Chain Companies and has been a recipient of a 4Culture Preservation grant to restore the Skykomish Theater into what is now known as Onemish Lodge, an extended stay basecamp in the heart of the Great Northern Corridor.

Dawn Moser: Auburn (District 7)

Dawn Moser lives in south King County and is a gallery guide at the Washington State History Museum and a land use planner. Dawn has worked in land use planning and community development in Oregon, Washington, and Utah, engaging and informing community members about historic preservation.

Huy Pham: Seattle (District 8)

As the Executive Director of APIAHiP: Asian & Pacific Islander Americans in Historic Preservation, Huy leads the national nonprofit organization in its mission to protect historic places and cultural resources significant to Asian and Pacific Islander Americans through historic preservation and heritage conservation. Huy is eager to continue his work collaborating with government agencies, nonprofit organizations, community members and groups, developers, stakeholders, and policymakers to apply a progressive preservation ethic to their work at the local, state, and national levels.

Public Art

Sonia-Lynn Abenojar: Seattle (District 2)

Sonia-Lynn Abenojar is co-founder of La Union Studio, an architectural and interior design studio based out of Seattle, Washington. Her interdisciplinary experience in urban planning and design, community engagement, and project management led her to a career in cultural placemaking and inclusive design. Abenojar is passionate about the built environment; she holds a BA in Architecture + Community Design from the University of San Francisco and a Master of City Planning degree from UC Berkeley.

Leo Saul Berk: Seattle (District 2)

Leo Saul Berk is an artist who examines the transformative potential of exceptional architecture to positively shape our lives. He is a recipient of the Artist Trust Arts Innovator Award, Betty Bowen Award, and Distinguished Alumni Award, University of Washington. Berk has held solo exhibitions at the Frye Art Museum, Henry Art Gallery, Institute of Visual Arts at University of Wisconsin-Milwaukee, and Seattle Art Museum.

Kamari Bright: Seattle (District 4)

With the goal of creating something that starts the process of healing, Kamari Bright is a multidisciplinary artist with works that have been received across the US, Greece, France, Mexico, Germany, & Canada. The 2022 Artist Trust Fellowship Award for Black Artists recipient is currently working on a manuscript connecting the influence of Christian folklore on present-day misogyny, and a videopoem extrapolating collective trauma and its connection to land stewardship.

Catherine Nueva España, Board Representative: Seattle (District 4)

Catherine Nueva España is a consultant with experience in arts, design, and creative practices. She helps leaders recognize personal values and create a practice of sustaining collaborations. She has been interim executive director at On the Boards and EarthCorps, executive director at Velocity Dance Center, and a board member at Khambatta Dance Company. She serves as a board commissioner for ArtsWA and serves on a variety of grant panels. España received her BA from Wellesley College, and her MA in Dance Studies from the Trinity Laban Conservatoire in London.

Kate Fernandez: Seattle (District 2)

Kate Fernandez is an artist, cultural producer, and educator. She currently works as the Director of Interpretation & Visitor Experience at the University of Washington's Burke Museum.

Tommy Gregory: SeaTac (District 5)

Tommy Gregory is a practicing artist and the Sr. Manager and Curator for the Port of Seattle, where he oversees conservation, commissions, and acquisitions as well as temporary exhibitions at Seattle-Tacoma International Airport.

Philippe Hyojung Kim: Seattle (District 2)

Philippe Hyojung Kim (he/him/they) is a Seattle-based artist, curator, and educator. He is a member of SOIL, a co-founder/curator of Specialist, a Fine Arts faculty member at Seattle Central College, and a curator for Washington State Arts Commission. Philippe grew up in a small town outside of Nashville, TN, and moved to Pacific Northwest in 2013. He currently lives and works in Seattle's North Beacon Hill neighborhood with his husband, Drew, and their dog, Jack.

Keith McPeters: Seattle (District 8)

Keith McPeters is a Principal at GGN, a landscape architecture studio based in Seattle. A diverse design background allows Keith to merge architecture and landscape architecture with his interests in art, music, and history. His design advisor role at GGN involves him in the concept and design phases of many projects across the studio. He received his BS in Architecture and Master of Landscape Architecture degrees from the University of Virginia.

Science and Technology Working Group Participants

- Derek Baker, Seattle Aquarium
- Jeff Bauknecht, Museum of Flight
- Stephanie Bohr, Woodland Park Zoo
- Kent Chapple, Oxbow Farm & Conservation Center
- Paul Chiocco, Pacific Science Center
- Gladis Clemente, Villa Comunitaria
- Jennifer Dumlao, Seattle Aquarium
- Kim Kotovic, Seattle Universal Math Museum
- Paul Meijer, Birds Connect Seattle
- Bianca Perla, Vashon Nature Center
- Grace Reamer, Friends of the Issaquah Salmon Hatchery
- Dana Riley Black, Museum of Flight

- Arthur Ross, Technology Access Foundation
- Kate Sorensen, Bellevue Botanical Garden Society
- Chloe Wightman, Girl Scouts of Western Washington
- Amy Zarlengo, Pacific Science Center

The Advisory Committee and Board Director Representative are in development.