Doors Open
Evaluation Plan

4 CULTURE   SETA

Introduction

King County Executive Dow Constantine proposed Ordinance 19710, creating the King County Doors Open cultural access program in Fall, 2023, and King County Council passed the initiative unanimously in December of the same year. This legislation imposes an additional 0.1 percent sales tax in King County to fund the program. The program provides grant funding to arts, heritage, science, and historic preservation non-profit organizations to increase the public benefits that cultural organizations provide throughout King County. The legislation includes an specific focus on creating more equitable access to culture, directing 25% of funds to communities outside of Seattle, 10% to Communities of Opportunity, and to efforts reducing barriers to access, such as disability accommodations, transportation, and admissions cost reductions.

Ordinance 19710 requires transmittal of an implementation plan to further detail the program priorities and processes for administering funding, and 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 meets these ordinance-defined goals through six Program Areas: Sustained Support, Public-School Cultural Access, Public Free Access, Building for Equity, County Connected[1], and Launch; and two Equity Investment Areas: Outside of Seattle and Communities of Opportunity.

EVALUATION PLAN DEVELOPMENT

After the adoption of the Doors Open Implementation Plan in 2024, an internal Evaluation Working Group at 4Culture convened to develop the Doors Open Evaluation Framework and Plan. The group was led by the Doors Open Project Director and included Program Directors and staff, the Executive Director, Deputy Director, and Communications Director.

4Culture tabling at the SeaTac Farmers Market, Summer 2024. Photo by Timothy Aguero Photography.

[1] *County Connected is the program name for Countywide Initiatives*

Evaluation Framework and Plan

This evaluation framework and plan was designed to align with 4Culture's mission, vision, and values, while meeting objectives specific to Doors Open.

MISSION

With a focus on racial equity, we fund, support, and advocate for culture to enhance the quality of life in King County.

VISION

We envision a vibrant county where culture is essential and accessible to all.

VALUES

Culture is a right for all: The right to express and experience culture lies at the core of who we are individually and as a community. We protect and advance this right for everyone.

Culture is multifaceted: We focus our efforts on Public Art, Preservation, Heritage, Science & Technology, and Arts to support the intersecting and evolving disciplines, forms, and places where culture is expressed and experienced.

Connectivity with communities: Communities hold past knowledge, current-day experience, and future vision. We work authentically with communities where they are to address issues they prioritize most.

Responsiveness: We prioritize innovation and experimentation that meets the changing needs and unexpected opportunities within communities.

Good stewardship: We make fiscally responsible decisions through a transparent process involving the voices of peers from each discipline we serve.

Racial equity: We acknowledge that systemic inequity takes many forms—racism, sexism, ableism, transphobia, heterosexism, and more. Our focus on racial equity provides us with the tools we use to dismantle all oppressions.

EVALUATION PRINCIPLES

Evaluation as a practice involves the collection and analysis of evidence to answer questions and build understanding. There are many different "flavors" of evaluation depending on the types of questions you are concerned with, the program's maturity and complexity, and available resources. These principles summarize 4Culture's values and priorities related to the Doors Open evaluation to help make consistent decisions and investments and prioritize evaluation resources:

- Evaluation activities should focus on building and communicating evidence related to the Doors Open Theory of Change (See Doors Open Theory of Change on page 15) and 4Culture's responsibility to manage public funds in the public interest.

- The evaluation should align with 4Culture's mission, vision, and core values.

- Evaluation activities should seek to balance respondent burden with the need to collect data and account for public funds. Attend to equity by matching evaluation requests to respondent capacity.

- Where possible, evaluation capacity (the set of skills and learning mindset required for evaluation) should be developed across the entire organization and across cultural organizations in King County.

- Seek opportunities to benefit data providers as well as the evaluating organizations by providing technical assistance, allocating appropriate resources for participating in evaluation activities, and sharing back results.
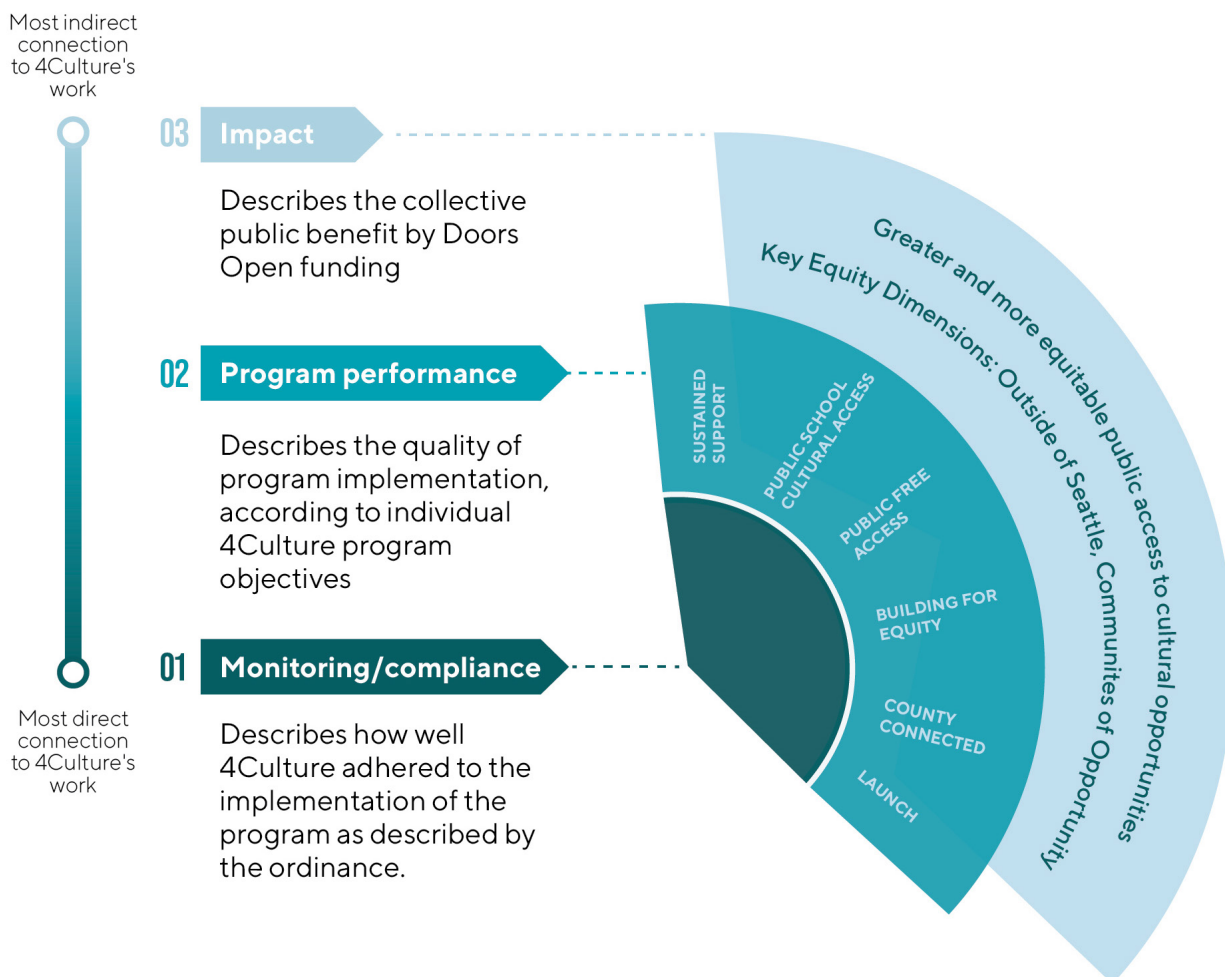

Stephanie Johnson-Toliver, Black Heritage Society President, points to a map at a preservation workshop at Historic Seattle Dearborn House, 2023. Photo courtesy of Historic Seattle.

EVALUATION LEVELS

The remainder of this document describes 4Culture's plan to measure and report on the Doors Open program on three different levels. The following sections of the plan detail the metrics and tools used at each level. Equity dimensions are considered at each level, with a focus on geographic equity for communities outside of Seattle and those in Communities of Opportunity.

- **Monitoring and Compliance** (page 6) is focused on describing adherence to the ordinance and funding requirements in implementation. This includes receiving and distributing funds responsibly.

- **Program Performance** (page 7) considers the unique theory of each funding program and what they were designed to achieve related to the greater goals of cultural access. While each program is unique, they often have common implementation elements, such as outreach and panelist processes. Intentional learning and improvement of these practices is part of 4Culture's commitment to Continuous Improvement, described on page 21.

- **Impact** (page 15) is the level at which program funding and successful implementation create long-term population and county-level impact. This is the level at which big-picture concepts such as cultural access, equity, and economic impact are measured.

Most indirect connection to 4Culture's work

03 Impact

Describes the collective public benefit by Doors Open funding

02 Program performance

Describes the quality of program implementation, according to individual 4Culture program objectives

01 Monitoring/compliance

Describes how well 4Culture adhered to the implementation of the program as described by the ordinance.

Most direct connection to 4Culture's work

SUSTAINED SUPPORT
PUBLIC SCHOOL CULTURAL ACCESS
PUBLIC FREE ACCESS
BUILDING FOR EQUITY
COUNTY CONNECTED
LAUNCH

Key Equity Dimensions: Greater and more equitable public access to cultural opportunities Outside of Seattle, Communites of Opportunity

Monitoring and Compliance

Monitoring and Compliance is focused on describing adherence to the ordinance and funding requirements in implementation. This includes receiving and distributing funds responsibly. Most of these data come from 4Culture's administrative systems.

FUNDING RECEIPTS AND ALLOCATIONS

Doors Open allows up to 0.1 percent sales tax in King County. The Implementation Plan allocates projected Doors Open revenue per Section 8 of Ordinance 19710, 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
- 25 percent supports organizations outside of Seattle

2025–2031

- 3 percent for administration;
- 72 percent for Doors Open programs (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 County Connected
    - 50 percent Sustained Support
- 25 percent Equity Investments for outside of Seattle. Of which, 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity

Monitoring and Compliance Measures:

- Sales tax receipts
- Allocation of funding compared to ordinance requirements by dollar amount and percentage

REPORTING DEADLINES AND PROGRAM DEVELOPMENT MILESTONES

The Doors Open ordinance describes a schedule of reporting and program development. Annual reports to the King County Council include a narrative description of whether these implementation milestones have been met.

Monitoring and Compliance Measures:

- Description of deadlines/milestones and whether they were met

GENERAL PUBLIC BENEFIT AND EQUITY OR GEOGRAPHIC INCLUSION BENEFITS

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 the ordinance states, all Doors Open grant recipients must meet at least one General Public Benefit and one Equity or Geographic Inclusion Benefit. For compliance purposes, 4Culture reports on the fulfillment of these requirements.

Monitoring and Compliance Measures:

- Number and percent of grantees meeting at least one public benefit requirement and one equity or geographic inclusion benefit

Program Performance Measures

Each Doors Open program is designed to meet different objectives that contribute to overall cultural health and access in King County. Program performance is described for each of the six programs in this section. In addition to specific program performance measures, each program will contribute to the overall impact of Doors Open (described in Impact on page 15). The data sources for these program performance measures can vary and typically include a mix of qualitative and quantitative data. To the extent possible, the evaluation team will prioritize using data naturally created through the program's implementation, such as application forms and scopes of work, to minimize the need for additional tools. As described more in the Evaluation Capacity section beginning on page 18. A key role of the evaluation team is to support program staff in developing and implementing appropriate tools to collect and utilize data, as well as to identify opportunities to align metrics, continuous improvement, and learning across programs.

SUSTAINED SUPPORT

Estimated Annual Funding Available: $36M
Estimated Annual Funding Outside Seattle: $12.5M
Primary Program Objective: The objective of Sustained Support is to help meet the ongoing needs of cultural organizations.

Sustained Support is a core legacy program for 4Culture. Designed to help meet the ongoing operation needs of the full King County landscape of cultural organizations, applicants do not specify an award amount. Depending on the organization's discipline, organizations may be required to have a record of operation (2–3 years). Awards are a function of total funding available to 4Culture for Sustained Support, budget size of the applicant, overall score from the review panel, and eligibility for Equity Investment funds. Review panels are recruited, trained, and paid to participate in the evaluation of each cycle by 4Culture. Awards are held for three years. While awardees report on programming and

activities delivered over the grant period, it is with the understanding that the funds are not directly tied to specific programs or projects but rather general operating support.

By offering operating support, the Sustained Support program is expected to increase cultural organizations' ability to provide low-barrier opportunities to participate in cultural life, performances and programs, engagement in traditional cultures and crafts, festivals, free events, programming, educational materials, and career-building opportunities. The design and implementation of the program are expected to support equity and inclusion goals regarding staff and participant demographics, accessibility for disabled residents, and geography. Finally, this investment in operating costs, including staffing, will economically impact spending and employment.

Program Performance Measures:

The funding is best considered a baseline of organizational support for the grantee organization and for the overall cultural ecosystem of King County. This funding may support a wide range of activities, in full or partially, which are not specifically enumerated in the funding application. For this reason, program performance measures focus on organization-level reach, consistency, and equitable distribution.

1. **Reach**: A successful program will reach and fund as many of the eligible entities in King County as possible. A successful program will effectively reach newly eligible organizations such that new applicants are awarded with each successive cycle.

   a. Number of applicants and awardees

   b. Awarded amounts

   c. New applicants since the last round

2. **Consistency**: A successful program will sustain organizations, such that those that were funded in the last round will continue to do their work and receive funding in subsequent rounds.

   a. Repeat applicants since the last round

   b. Distribution of organizations by length of funding relationship with Sustained Support (# of orgs with X-Y years of consistent funding, average length of consistent funding)

   c. Levels of funding over time

3. **Equity**: A successful program will attend to distributional equity in award amounts

   a. Award amounts and percents by organization discipline, size, geography, and organizational budget, including communities of opportunities and organizations located outside of Seattle

   b. Demographic representation of the Sustained Support cohort of applicants and awardees compared to King County

   c. Select reach and consistency measures by organization, discipline, capacity, geography, and organizational budget

   d. Qualitative description of selected equity investments and efforts to improve accessibility

PUBLIC FREE ACCESS (PFA)

Estimated Annual Funding Available: $10.8M

Estimated Annual Funding Outside Seattle: $3.8M

Primary Program Objective: Public Free Access aims to increase access to cultural offerings by reducing economic barriers.

The Public Free Access program aims to reduce the significant economic barriers faced by many King County residents and visitors, particularly underserved communities, in accessing quality, relevant cultural and science experiences.

PFA reimburses cultural organizations for free and reduced cost access experiences. It is expected to directly increase cultural organizations' ability to provide low-barrier opportunities to participate in cultural life, particularly performances and programs that might have otherwise required participation fees. These reimbursements may, but do not necessarily increase direct economic activity (i.e., do not result in more programming). Still, they do provide an important budgetary offset by reimbursing organizations for the costs of free and low-cost programming. This offset can, in turn, stimulate organizational spending and investments in other areas and increase their free and reduced cost programs.

Program Performance Measures:

1. **Attendance**: A successful PFA program will expand free and low-cost attendance.

   a. Number of free attendants

   b. Number of reduced cost attendants

   c. Percentage of total attendance that is free or reduced cost

2. **Program Participation/Uptake**: In a successful PFA program, all organizations offering cultural experiences will include avenues for free or reduced cost participation. As a new offering, 4Culture expects the rate of uptake to increase over the next several years.

   a. Percent of Sustained Support awardees that participated in PFA (uptake)

   b. Year-over-year change in the rate of uptake

3. **Equity:** A successful program will equitably increase access to the full array of cultural experiences in King County.

   a. Uptake rates by discipline and geography (council district, outside Seattle, Community of Opportunity)

   b. Qualitative summary of efforts to reach underserved communities

PUBLIC SCHOOL CULTURAL ACCESS

Estimated Annual Funding Available: $10.8M
Estimated Annual Funding Outside Seattle: $3.8M
Primary Program Objective: The objective of Public-School Cultural Access is to increase public school student access to cultural educational experiences

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 school districts will be reimbursed for field trip transportation costs to cultural organizations, starting with those with a 40% or higher free and reduced lunch rate, and expanding to other districts and schools as available.

By funding cultural organizations, field trip transportation for students, and developing a roster to connect educators to appropriate opportunities, the Public School Cultural Access investment is expected to create the following public benefits:

- Providing cultural educational programs and experiences at a cultural organization's own facilities or in schools or other cultural facilities or venues

- Providing free and reduced cost 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; and

- Providing cultural programming to communities outside the city in which a cultural organization is primarily located, either directly or in partnership with other cultural partners, or public schools, or through other means.

Program Performance Measures:

A successful program will experience high levels of uptake across school districts, schools, educators, and high levels of attendance and participation by students of all demographics and geographies represented in King County.

1. **Funding for Cultural Organizations**: In a successful program, more eligible schools and students would participate in listed cultural experiences and organizations would have improved their capacity to directly serve public school students.

   a. Number of school districts and schools participating, by geography and Free and Reduced lunch rates

   b. Number of students participating, and number of students participating in free programs

   c. Number of educational programs funded by the Public School Cultural Access program

   d. Qualitative feedback on program educational value for students

2. **Field Trip Transportation Funding Reach and Equity**: A successful program will be able to provide transportation funding to a range of public schools across the county with emphasis on those with higher free and reduced lunch rates

   a. Number of school districts and schools participating, by geography and Free and Reduced lunch rates

   b. Number of students participating in transportation funded field trips

   c. Number and geographic location of cultural organizations receiving students for transportation funded field trips

3. **Public Schools Program Roster**: The roster will be used by educators and other school staff to find student programs. Cultural organization staff who submit and update program information are also considered users. A successful program will have

a robust, navigable, and accessible roster that is useful to the users.

    a.   Number of cultural organizations that are listed on the roster that represent diverse subjects and disciplines

    b.   Number of educational programs listed by type (field trip, in-school), category, and discipline

    c.   Website analytics – traffic to site and net promoter score (NPS)

    d.   Qualitative summary of user experience

BUILDING FOR EQUITY

Estimated Funding Available: $7.2M

Estimated Annual Funding Outside Seattle: $2.5M

Primary Program Objective: Support cultural building projects and create a pathway to equitable facilities funding.

The goals of Building for Equity are to provide funding for cultural and science organizations to acquire, build, and renovate buildings, to purchase equipment and to support organizational capacity building for meeting facility goals in a sustainable way. The Doors Open allocation for Building for Equity encompasses 4Culture's facilities, facility-focused project development, 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. The program is also a key tool for expanding access for populations living with disabilities, by supporting projects related to ADA compliance.

Doors Open will enable 4Culture's existing Building for Equity funding programs to grow, including Project Development and Facilities. A new program will be initiated, focusing on facilities that advance the preservation, expression, and vitality of Native cultures in King County, Washington.

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 Performance Measures:

1. **Capital Grants** (for Facilities, Native Cultural Facilities, Emergency, Equipment, Landmarks Capital, Project Development, and Anchoring Community awards):

    a.   Dollar amount allocated to projects

    b.   Number and dollar amount allocated to projects by community (underrepresented communities and racial equity groups), type, whether it improves ADA access, and location (projects outside of Seattle and in Communities of Opportunity)

2. **Cultural Space Contributions** (required for Anchoring Community recipients only)

    a.   Qualitative summary of cultural space partnerships

3. **Emergency Grants**

    a.   Number of projects/emergencies addressed

4. **Project Development**

    a.   Prior Project Development grantees who have received or are currently receiving a facilities grant.

    b.   Increased development capacities and project readiness

    c.   Qualitative summary of how funding has prepared them for future work and their readiness to provide cultural opportunities

COUNTY CONNECTED

Estimated Funding Available: $6.0M

Estimated Annual Funding Outside Seattle: $1.8M

Primary Program Objective: Support regional initiatives for cultural workforce development by supporting organizations that improve the livelihood and practices of individual cultural practitioners.

County Connected[2] funding will support 'cultural support service' organizations that improve career opportunities for King County's cultural practitioners. Cultural support services are investments in people, without whom the cultural sector would not exist. They include the constellation of programs and resources that support capacity building for individual cultural practitioners in King County. County Connected pursues the long-term goals of a thriving, sustainable, equitable arts and culture ecosystem, normalizing capacity building for the sector with retained, equitable institutional and practitioner knowledge and skills throughout King County. 4Culture will hold a leadership role through three main tools: a Network of Support consultant directory for organizations (see below), a Cultural Support Service provider roster for practitioners, and funding programs to support the development and implementation of cultural support services. Funding and support for practitioners are distributed through grantee organizations, which will be profiled on the roster for its launch, paired with opportunities to join in the community together. This approach fosters a network of arts and culture organizations and practitioners, facilitating networking, relationship building, and professional development.

Program Performance Measures:

1. **Program Participation/Uptake**: In a successful County Connected program, greater numbers of providers, organizations, and practitioners will participate in the available tools, facilitating useful connections.

   a. Number of cultural support service providers on the roster

   b. Number of individual practitioners served

   c. Number of connections and amount of funds to cultural support service providers on the roster, by location in Communities of Opportunity and Outside of Seattle and by offerings (including those specific for practitioners from communities that have been underinvested in)

2. **Roster completeness, navigability, and accessibility**: A successful program will have a robust and useful roster with offerings located across the County and serving all disciplines. The roster will increase the visibility of service offerings to King County's cultural and science practitioners.

   a. Website analytics - traffic to the site, net promoter score (NPS)

   b. Number and location of cultural support providers on the roster and directory for each discipline

   c. Qualitative summary of user experience

3. **Business and organizational success**: A successful program will contribute to the organizational and economic success of listed providers, partners, and practitioners. It will increase the number of cultural support service providers in King County.

   a. Number of and amount of funds to organizations that can create their first service offering with assistance from Projects funding

   b. Number of existing programs able to continue and grow services

   c. Qualitative summary of feedback related to network strength and community connections for practitioner success.

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[2] *County Connected is the program name for Countywide Initiatives*

LAUNCH

Estimated Funding Available: $2.2M
Estimated Annual Funding Outside Seattle: $0.8M
Primary Program Objective: Ensure that all areas and communities in the county have access to cultural experiences

The Launch program provides grants for start-up costs and multi-year operating support to new and emerging organizations, paired with capacity building and technical assistance. The program aims to increase access to cultural opportunities in King County through assistance with funding, support, start-up costs, and technical assistance. This three-year grant program can also serve existing 501 c3 organizations. However, they must have this status for 3 years or less, as the program aims to provide assistance to newer, start-up organizations. Providing staff support and technical assistance can help Launch grantees transition into other Doors Open funding streams in future years.

Program Performance Measures:

1. **Program Participation/Uptake**: In a successful Launch program, new cultural resources will come online, and especially in geographic inclusion areas.

    a. Number of new organizations, by outside of Seattle and Communities of Opportunity

    b. Number of new organizations in specific target areas identified by the program as having fewer cultural opportunities or other barriers to access cultural experiences

    c. Number and percent of organizations accessing the Network of Support

2. **Program Development**: Launch is intended to provide capacity building and technical assistance that meets each emerging organization's unique needs. A successful program will help organizations identify and make progress on their goals, and reach sustainability.

    a. Demonstrated progress on self-stated organizational goals, including attendance and internal goals

    b. Number of organizations that are eligible for and/or receive funding through Sustained Support after being awarded a Launch grant

    c. Qualitative summary of sustainability outcomes as demonstrated and expressed by awardees, such as access to new funding sources, programming levels, growing and diversifying their board, adding full-time employees, contractors, and volunteers

NETWORK OF SUPPORT

To support the field, 4Culture is organizing support services and resources for organizations to access. Eligible organizations receive consultant hours from the Network of Support, which is a directory of consultants that can provide valuable services, including, but not limited to, financial and strategic planning, marketing and branding, fundraising and development, and organizational design and management. Organizations experiencing operational emergencies or transformational change can request Network of Support services. Additionally, project development grantees under the B4E and Launch program may receive assistance.

Summary of Program Performance Measures

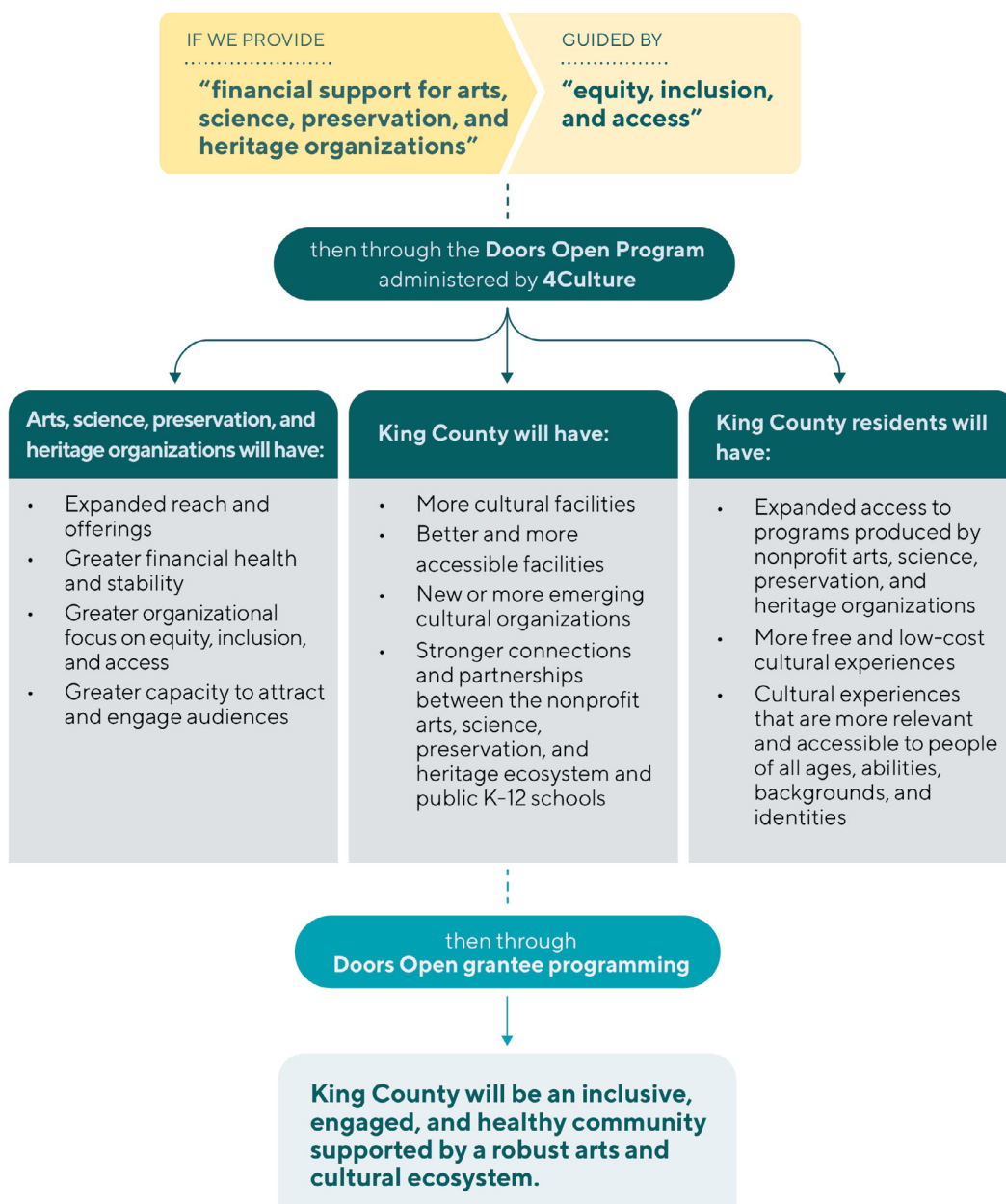|	SUSTAINED SUPPORT	PUBLIC FREE ACCESS	PUBLIC SCHOOL CULTURAL ACCESS
Est. Funding Available	$36.0M	$10.8M	$10.8M
Funding Outside of Seattle (25%)	$12.5M	$3.8M	$3.8M
Primary Program Objective	Help meet the ongoing needs of cultural organizations.	Increase access to cultural offerings by reducing economic barriers	Increase public school student access to cultural educational experiences
Primary Performance Measures	**Reach:** • Number of applicants and awardees • Awarded amounts • New applicants since last round **Consistency**: • Repeat applicants since last round • Distribution of organizations by length of funding relationship with sustained support (# of orgs with X–Y years of consistent funding, average length of consistent funding) **Equity**: • Award amounts and percents by organization discipline, capacity, geography, and organizational budget, including communities of opportunities and organizations located outside of Seattle • Demographic representation of the Sustained Support cohort of applicants and awardees compared to King County • Select reach and consistency measures by organization, discipline, capacity, geography, and organizational budget • Qualitative description of selected equity investments	**Attendance**: • Number of free attendants • Number of reduced cost attendants • Percentage of total attendance that is free or reduced cost **Program Participation/Uptake:** • Percent of Sustained Support awardees that participate • Year-over-year change in uptake **Equity**: Uptake rates by discipline, capacity, geography, and organizational budget	**Funding for Cultural Organizations**: • Number of school districts and schools participating, by geography and Free and Reduced lunch rates • Number of students participating, by free programs • Number of educational programs funded by the Public School Cultural Access program • Qualitative feedback on program educational value for students **Field Trip Transportation Funding Reach and Equity:** • Number of school districts and schools participating, by geography and Free and Reduced lunch rates • Number of students participating in transportation funded field trips • Number and geographic location of cultural organizations receiving students for transportation funded field trips **Public Schools Program Roster:** • Number of cultural organizations that are listed on the roster that represent diverse subjects and disciplines • Number of educational programs listed by type (field trip, in-school), category, and discipline • Website analytics - traffic to site, net promoter score (NPS), conversion to applications • Qualitative summary of user experience

2025–2031: Doors Open

	BUILDING FOR EQUITY	COUNTY CONNECTED	LAUNCH
Est. Funding Available	$7.2M	$6.0M	$2.2M
Funding Outside of Seattle (25%)	$2.5M	$1.8M	$0.8M
Primary Program Objective	Support cultural building projects and create a pathway to equitable facilities funding	Support regional initiatives for cultural workforce development by supporting organizations that improve the livelihood and practices of individual cultural practitioners	Ensure that all areas and communities in the county have access to cultural experiences
Primary Performance Measures	**Capital Grants:** • Dollar amount allocated to projects • Number and dollar amount allocated to projects by community (underrepresented communities and racial equity groups), type, whether it improves ADA access, and location (projects outside of Seattle and in Communities of Opportunity) **Cultural Space Contributions:**(required for Anchoring Community recipients only) • Qualitative summary of cultural space partnerships **Emergency Grants** : • Number of projects/emergencies addressed **Project Development:** • Prior Project Development grantees who have received or are currently receiving a facilities grant. • Increased development capacities and project readiness • Qualitative summary of how funding has prepared them for future work and their readiness to provide cultural opportunities	**Program Participation/Uptake:** : • Number of cultural support service providers on the roster • Number of individual practitioners served • Number of connections and amount of funds to cultural support service providers on the roster, by location in Communities of Opportunity and Outside of Seattle and by offerings **Roster Completeness, Navigability, And Accessibility:** • Website analytics - traffic to the site, net promoter score (NPS) • Number and location of cultural support providers on the roster and directory for each discipline • Qualitative summary of user experience **Business And Organizational Success:** • Number of and amount of funds to organizations that can create their first service offering with assistance from Projects funding • Number of existing programs able to continue and grow services • Qualitative summary of feedback related to network strength and community connections for practitioner success	**Program Participation/Uptake:** • Number of new organizations, by outside of Seattle and Communities of Opportunity • Number of new organizations in specific target areas as identified by program • Number and percent of organizations accessing the Network of Support **Program Development:** • Demonstrated progress on self-stated organizational goals, including attendance and internal goals • Number of organizations that are now eligible for and/or receive funding through Sustained Support • Qualitative summary of sustainability outcomes as demonstrated and expressed by awardees, such as access to new funding sources, programming levels, growing and diversifying their board, adding full-time employees, contractors, and volunteers

Impact

DOORS OPEN THEORY OF CHANGE

Evaluation studies the consequences, or outcomes, of certain actions. In the case of Doors Open, the action being studied is public investment in hundreds of arts and cultural programs and capacities in King County. This investment, facilitated by 4Culture, and the subsequent efforts of cultural organizations, go on to provide public benefits in the complex ecosystem that is King County. The Theory of Change describes how public investment can drive positive outcomes as explained in the Doors Open Ordinance.

IF WE PROVIDE

"financial support for arts, science, preservation, and heritage organizations"

GUIDED BY

"equity, inclusion, and access"

then through the **Doors Open Program** administered by **4Culture**

Arts, science, preservation, and heritage organizations will have:

- Expanded reach and offerings
- Greater financial health and stability
- Greater organizational focus on equity, inclusion, and access
- Greater capacity to attract and engage audiences

King County will have:

- More cultural facilities
- Better and more accessible facilities
- New or more emerging cultural organizations
- Stronger connections and partnerships between the nonprofit arts, science, preservation, and heritage ecosystem and public K–12 schools

King County residents will have:

- Expanded access to programs produced by nonprofit arts, science, preservation, and heritage organizations
- More free and low-cost cultural experiences
- Cultural experiences that are more relevant and accessible to people of all ages, abilities, backgrounds, and identities

then through
Doors Open grantee programming

King County will be an inclusive, engaged, and healthy community supported by a robust arts and cultural ecosystem.

Specifically, the Doors Open Ordinance language states that program success to Doors Open is considered to be:

1. "Expanding **cultural organizations**' operations, offers of **discounted and free admission**, and **public-school cultural access**, and supporting newly built and expanded **cultural facilities**;

2. Advancing equitable **access** to **cultural organizations** throughout King County and **removing barriers to access** faced by many segments of the **county population**;

3. Fostering the creation and development of **new cultural organizations** throughout King County, reducing geographic barriers and ensuring that **residents** have improved **access to cultural organization resources**; and

4. Supporting the growth and development of **cultural centers** throughout King County to promote **healthy and vibrant communities**."

Following this definition of success and the Theory of Change, the evaluation prioritizes understanding Doors Open impact in two categories of impact. Each category contains key questions that will be explored and reported on in the assessment report.

- **Cultural Access for King County Residents and Public-School Students**
    - Perceptions of access. How has the perception of cultural access changed for King County residents since Doors Open investment?
    - Participation. How has participation in arts and cultural programming changed since Doors Open investment?
    - Improvement. What have organizations learned about effective strategies to improve outreach and cultural access, including accessibility, through the Doors Open investment?
    - Cultural locations access. How many King County residents have a location offering programming, including public and shared community spaces, within a reasonable commute? How has facility accessibility changed?

- **Health and Strength of the Cultural Sector**
    - Size of the cultural sector. What is the total size (count of organizations and organizational budgets) of the sector before and after Doors Open investment? What is the size of the sector relative to the King County economy? What is the size of paid staff and Board membership?
    - Mix of the cultural sector. How has the diversity of organizations in the cultural sector, by organizational size, geography, discipline, and equity focus, changed since the Doors Open investment?
    - Economic impact. What is the estimated economic impact of the cultural sector? What is the estimated economic impact of the Doors Open investment?
    - New organizations. How many new organizations have launched in connection to Doors Open funding?
    - Cultural facilities expansion. How many organizations have advanced towards owning, operating, repairing, or renovating their own cultural facilities since Doors Open?

Within each category of impact and question, the evaluation will examine differences in outcomes related to racial equity and geographic access. In particular, the summative report will investigate whether residents outside of Seattle have more equitable access to cultural experiences (through facilities and programming) after the investment as compared to before the Doors Open investment.

	RESIDENT SURVEY	CULTURAL ORGANIZATIONS AND AGENCIES SURVEY	INTERVIEWS	ACCOUNTING AND PROGRAM ADMINISTRATION DATA	GIS/990 ANALYSIS
Cultural Access for King County Residents and Public-School Students					
Perceptions of access. How has the perception of cultural access changed for King County residents and public-school students since Doors Open investment?	✓		✓		
Participation. How has participation in arts and cultural programming changed since Doors Open investment?	✓	✓		✓	
Improvement. What have organizations learned about effective strategies to improve outreach and cultural access, including accessibility, through the Doors Open investment?		✓	✓	✓	
Cultural locations access. How many King County residents have a location offering programming, including public and shared community spaces, within a reasonable commute? How has facility accessibility changed?	✓				✓
Health and Strength of the Cultural Sector					
Size of the cultural sector. What is the total size (count of organizations and organizational budgets) of the sector before and after Doors Open investment? What is the size of the sector relative to the King County economy? What is the size by paid staff and Board membership?				✓	✓
Mix of the cultural sector. How has the diversity of organizations in the cultural sector, by organizational size, geography, discipline, and equity focus changed since the Doors Open investment?			✓	✓	✓
Economic impact. What is the estimated economic impact of the cultural sector? What is the estimated economic impact of the Doors Open investment?				✓	✓
New organizations. How many new organizations have launched in connection to Doors Open funding?				✓	
Cultural facilities expansion. How many organizations have advanced towards owning, operating, repairing, or renovating their own cultural facilities since Doors Open?		✓	✓	✓	

Evaluation Capacity

Historically, 4Culture has worked with external evaluation contractors on an individual project or study-basis to meet its evaluation needs. For example, a Community 4Culture Assessment in 2017, the King County Cultural Planning Evaluation completed in partnership with the University of Washington Evans School of Public Policy and Governance, and the King County Cultural Health Study. A 2020 Evaluation Assessment conducted in tandem with the development of the 4Culture Strategic Plan found a strong baseline of theory, shared work, and key practices across the organization as well as opportunities to strengthen evaluation capacity.

The Doors Open investment allows new investment in internal dedicated evaluation capacity at 4Culture. At the same time, it significantly expands responsibilities in terms of collecting, organizing, and analyzing data to provide the understanding requested by the Doors Open Ordinance.

EVALUATION FUNCTION	EVALUATION MANAGER	EVALUATION SPECIALIST
1) Doors Open Assessment • Monitoring and Compliance • Program Performance • Impact	**50%** • Coordinate with Doors Open Project Director, Government Relations Manager, and Communications Director to prepare data for inclusion in the 2025–28 Annual Reports as required by Council. • Manage evaluation budget and staff • Manage external consultant processes	**65%** • Data collection and analysis • Report development • Work with operations and program staff to develop and improve data collection tools in Salesforce and Soapbox
2) Continuous Improvement	**30%** • Work with leadership team and Racial Equity Coordinator to prioritize learning agenda and ensure evaluation alignment with organization Strategic Plan and definitions of equity • Facilitate internal Staff Evaluation Workgroup • One-on-one and group staff coaching on tool development (such as payment request forms, application questions, surveys, reporting forms) and use of data	**20%** • Facilitate grantee and panelist feedback in a consistent way across programs • Facilitate staff reflection and evaluation culture building • Produce internal memos related to key learnings • Extract, organize, analyze quantitative data • Respond to staff requests for data and analysis
3) External Coordination	**20%** • Facilitate/participate in funder and partner collaboratives • Facilitate cultural communities of practice, (for example, a grantee group committed to learn together about accessibility practices) • Strategize for meeting technical assistance needs	**15%** • Design and implement grantee technical assistance • Support cultural communities of practice

EVALUATION TEAM

4Culture's Evaluation team will have four primary objectives with more detail on each category following:

1. Meet the **Doors Open Ordinance assessment** requirements and execute this evaluation plan

2. **Connect and coordinate** with **external parties** including grantees with technical assistance and capacity for data collection and interpretation and other funders.

3. Support internal staff with using evaluation findings for organizational strategy, program development, and **continuous improvement** efforts, and

4. **Collaborate** with program managers and staff to determine **how findings are shared and reported**, ensuring that data is presented in **engaging** and **accessible** formats such as visual displays, written narratives, and insightful storytelling.

Internally, all program staff also regularly participate in collecting data from partners and grantees through the application and invoicing process and integrate reflection sessions during and after program cycles to design future improvements. The table on page 18 outlines division of responsibilities and illustrative tasks. 4Culture is budgeting for consultant support for specialized data collection and analysis such as the statistically valid survey, GIS analysis, and 990 analysis. Consultant capacity could also support the organization survey, interviews, and other special or topical projects.

DOORS OPEN ASSESSMENT

The Doors Open Assessment and Annual Reporting requires data collection, analysis, and reporting and communication capacity. The evaluation team will need to coordinate internally with program and administrative staff to ensure tools are in place to collect the necessary data, plan strategically for data collection and analysis, and produce a report annually. Key tools and data sources for this function include:

Accounting and Program Administration Data

Accounting and program management data are naturally created in the course of program implementation. They include data such as numbers of applicants, numbers of awardees, and dollars awarded and disbursed. Each grantee also has a grantee profile and demographic profile providing basic information about their organization. Each Doors Open program also generates data from grant applications, scopes of work and grantee contract language, and payment request forms. Some programs will also have program specific surveys, assessments, and data from web tools such as a consultant roster. 4Culture prioritizes the use of this "naturally occurring" data in an effort to minimize respondent burden.

Artifact review

Artifacts are also naturally created in the course of program implementation. These include meeting notes, video or audio recordings, consultant reports, emailed questions and conversations, photos, and other recorded pieces of information. These artifacts include qualitative data that can be extracted and analyzed to create understanding about some of the questions outlined above.

Interviews

Interviews may be conducted with individuals or with groups of individuals. These will include pre-designed questions specifically designed to elicit perspectives, knowledge, or feedback relevant to the evaluation objectives. The evaluation plan includes interviews with the following at a minimum:

1. Qualified evaluation personnel

2. Staff from cultural organizations

3. 4Culture staff

4. 4Culture Board of Directors

5. 4Culture's Local Arts Agencies network (LAA)

6. Sound Cities Association

7. King County cultural consumers

8. School district representatives

Resident Survey

4Culture plans to conduct a statistically valid representative baseline and endline survey of King County residents focused on their perception and experience of cultural access. This survey is a key tool for measuring impact. The baseline is tentatively planned for late 2025 or early 2026 and the endline will occur in 2028. The survey would be implemented with consultant support.

Cultural Organizations and Agencies Survey

4Culture will conduct a survey of cultural organizations and agencies in 2028 focused on organizational health, sustainability, learning, and their experience with and impact of Doors Open. A diverse subset of these organizations will be asked to participate in qualitative interviews as part of the final Assessment process.

GIS/990 Analysis

The estimated economic impact of the cultural sector and Doors Open investment will include a baseline analysis on the size of the arts and culture economy in King County, WA, as well as an impact analysis on the specific funding dollars from awarded grants. This economic analysis will estimate jobs supported, tax revenue, and personnel income from the generated economic activity within the sector. The analysis will include data provided by organizations, as well as publicly available 990 tax data collected by 4Culture to reduce burden on grantees.

Proposed GIS analysis explore geographic measures of cultural access – collecting, cleaning, and analyzing data on King County residents relative to locations where programming is made available, including dedicated facilities, public space, and multi-use community spaces.

CONTINUOUS IMPROVEMENT

4Culture is committed to continuous improvement of the grantmaking and evaluation process. The 4Culture evaluation team will act as a resource for program staff. They can also act as a neutral party to help convey feedback from panelists and cultural organizations to program staff in service of improving grantmaking practices. For example, they may at times sit in and observe, or facilitate reflection and feedback sessions. The priority areas for continuous improvement are outreach, the review process, and the application and grant management process.

Outreach

The evaluation team will coordinate a knowledge base focused on cultural organization outreach. This includes documenting what works (and what doesn't) across programs and for various sub-groups and maintaining records and observations about attendance and engagement. This knowledge will be used to support program and communications staff in outreach efforts.

User Panel

In January 2025, 4Culture assembled a user panel to provide feedback on Doors Open application and grant administration processes. This group of people represents a range of disciplines, organization sizes. It also includes organizations with facilities and organizations with education programs. This panel will be compensated to serve as an early source of feedback and pre-testing of 4Culture data collection tools and forms before requests are made of the broader universe of organizations. The evaluation team will be the primary facilitator of this work, coordinating with the Doors Open Project Director and the Operations team to design the panel and use findings.

Panelist Feedback

Doors Open programs engage the peer community in the assessment of applications and determination of grant award levels. 4Culture maintains a regular practice of collecting panelist feedback within each program to identify opportunities to improve the panelist convening, selection, training, and grant determination process. The evaluation team will play a coordinating role to help align panelist feedback while considering the unique aspects of each program.

EXTERNAL COORDINATION

The role of external coordination for the evaluation team includes collaboration and coordination with various other institutions engaged in research, measurement, and evaluation related to arts and culture and arts integration in schools. This includes other private and public funders, City arts departments and councils, cultural nonprofits, and arts services organizations. It also includes 4Culture's role in providing technical assistance and support to cultural organizations who are building their own capacity for data collection to be responsive to Doors Open requirements. This body of work aims to improve the overall quantity and quality of data and learning in the sector, ease the burden of measurement and evaluation on cultural organizations, and increase the benefits from insight and learning to cultural organizations. Key workstreams include:

Coordinated research and Communities of Practice

Coordinated research builds general areas of knowledge and develop learnings that could be useful for the field at large. Together with external partners, 4Culture can participate in or facilitate the creation of research and insights on priority topics such as:

- Improving Cultural Experiences for People with Disabilities
- Best Practices for Language Accessibility
- Best Practices for Cultural Workforce Employment and Retention
- County Patterns and Trends in Attendance and Revenue Mix

The evaluation team will be responsible for making strategic decisions about which projects to pursue, with which partners, and methods.

Data sharing

Strategic data sharing can greatly increase the ability to understand Doors Open impacts. In particular, the Doors Open Ordinance emphasizes the importance of cultural access for public schools. King County has 19 school districts, each with unique data infrastructure and protocols. The evaluation team would play a role in prioritizing data and crafting data sharing agreements to help support the Assessment.

Technical assistance

Collecting the data for the Doors Open Assessment requires significant effort on the part of grantee organizations which can inequitably burden organizations with fewer resources. 4Culture commits to providing technical assistance to organizations to assist with the grant application and management process.

EVALUATION REPORTING

4Culture anticipated producing the following formal evaluation and assessment reports for Council and the King County public. In addition to these formal documents, 4Culture anticipates using data internally with staff as well as with panelists, partners, and with grantee organizations to facilitate program improvements and evaluation capacity building. Accessible and engaging reporting is a priority and requires close collaboration with program and communications staff.

Year 1 Report (Expected April 2025)

The Year 1 report will focus on monitoring and compliance reporting related to Doors Open Program implementation in the first year. This includes reporting on the total number of applicants, recipients, and total awarded for each of the two program areas launched in 2024. This data will be disaggregated by ZIP Code and by Council district, and to the extent possible, characteristics of awarded organizations such as discipline and leadership by and/or focus on underserved populations. This report will also, to the extent possible, offer a baseline of key public benefit and impact metrics for the year prior to Doors Open implementation. This baseline will likely be limited by available data as Doors Open data requests are new to organizations.

Three Annual Reports (Expected April 2026–2028)

Annual reports delivered in April of each year between 2026 and 2028 will describe up-to-date Monitoring and Compliance metrics as well as Program Performance and Public Benefit/Impact Metrics. These reports will also include a program narrative summarizing the year's achievements and program progress, as well as setbacks and lessons learned.

Subsequent years reporting will describe how past learning has led to program adjustments in the spirit of formative learning and continuous improvement. 4Culture will report on all data available at the time of analysis and reporting. We have prioritized minimizing respondent burden and offered flexible timelines for submitting payment requests and accompanying data. For this reason, data in the interim annual reports may not reflect all grantee organizations on the same timeline, and may be subject to up to one year lag time.

Doors Open Assessment Report (Expected 2029)
The Doors Open Assessment Report will be a complete and summative retrospective on the Doors Open Program between 2024 and 2028. Up-to-date Monitoring and Compliance metrics will include data on funding distribution by council district and zip code

and grantee characteristics. Program Performance Measures will highlight implementation learning and adjustments made over the five-year period as well as key outcome measures over time. A summary of Public Benefits/Impact across the full program will address overall change in the landscape of cultural organizations, availability of programming, cultural facilities, and public access to cultural experiences for King County residents. Internal reflections will include an overview of evaluation personnel, methodology, and practices. This report will inform the Doors Open renewal process in 2030 and will include recommendations for future improvements or changes to Doors Open Program processes, criteria, and reporting requirements based on the Assessment and learnings.

	2025	2026	2027 – 2028	2029
Impact Describes the collective public benefit by Doors Open funding		Baseline data on impact measures		**FULL SUMMATIVE ASSESSMENT** Report on all six programs and collective Doors Open Impact.
Program performance Describes the quality of program implementation, according to individual 4Culture program objectives	Data available on 2 programs: – One-Time Capital Grants – One-Time Sustained Support	All Six Programs	All Six Programs	All Six Programs
Monitoring/ compliance Describes how well 4Culture adhered to the implementation of the program as described by the ordinance.	All Six Programs	All Six Programs	All Six Programs	All Six Programs