

# 4Culture 2025–2029

## PROGRAM OF WORK

### Introduction

The 2025–2029 4Culture Program of Work includes all Doors Open programming as approved by the King County Council. It also maintains all core Lodging Tax and 1% for Art programs and showcases the evolution of 4Culture’s ability to continue offering funding initiatives and strategic engagement that will help our cultural sector flourish countywide.

### Program and Services

The 2025–2029 Program of Work includes programs and services in the following areas broken out by funding source:

- **DOORS OPEN**
  - One-Time Operating Support
  - One-Time Capital Facilities
  - Public School Cultural Access
  - Launch
  - Building For Equity
  - Public Free Access
  - Countywide Initiatives
  - Sustained Support
  - Expanding Capacity Outside Established Cultural Centers
- **LODGING TAX**
  - Sustained Support for Arts
  - Sustained Support for Heritage and Historic Preservation
  - Special Projects
  - Cultural Facilities
  - Cultural Education
- **1% FOR ART**
  - Public Art

# Expansion

Since the passage of Doors Open, 4Culture has needed to expand strategically. We've entered an era of growth, agency-wide, which will allow 4Culture to lean into our mission, vision and values and serve more King County residents than ever before. We remain guided by a vision of a vibrant county where culture is essential and accessible to all residents and every person has what they need to explore, build and thrive. We've integrated Doors Open into 4Culture as a whole so that, in alignment with our mission, we are able to fund, support and advocate for culture to enhance the life of King County residents.

Since the passage of Doors Open, 4Culture—whose name is tied to our four main discipline areas of Arts, Heritage, Historic Preservation and Public Art—has now gained a new department: Science. Our agency name will not change but the program areas and disciplines which we can fund are expanding. Strategic hires are joining our team which better position 4Culture to administer all Doors Open programming at the high level it deserves. We're expanding our outreach and engagement efforts, re-launching Hello 4Culture, our monthly community outreach series, increasing our technical assistance offerings to grantseekers and expanding our ability to translate 4Culture material into different languages. With the addition of science and technology, we're expanding into new funding areas, growing our audiences, and building in-roads within that sector.

We'll spend 2025 administering Lodging Tax and 1% for Art-funded programs throughout the county while simultaneously overseeing new, large-scale Doors Open initiatives with a goal of distributing close to \$120 million dollars into the cultural eco-system. We'll do this while maintaining our commitment to racial equity and providing equitable investments to historically undercapitalized communities by using key

indicators such as geographic location, income, operating budget, audiences served, and project focus.

This is a moment that 4Culture is well prepared for and we're excited to move into this next chapter of growth, not only for our institution, but for residents of King County as a whole. We're entrusted with public dollars, and we'll always maintain our commitment to distributing funding where it's needed most so that King County's cultural sector can continue relying upon us for the foreseeable future. Accountability is key. We deeply value our ongoing relationships with the King County Executive's Office and King County Council. You'll hear from us consistently on the progress of this work through our regular report-outs to Council, the Doors Open Assessment Report, ongoing briefings and our annual report.

## Doors Open: One-Time Operating Support

Per the Doors Open ordinance, in 2024, 4Culture will administer two, large scale, one-time funding initiatives utilizing Doors Open tax revenue to drive investment in the specific areas of **Operating Support and Capital Facilities**. As a result, we've developed a new Year One team to administer both programs. In alignment with Section 8 of the Doors Open Ordinance, 67% of Year One funding is set aside for the One-Time Operating Support and Capital Facilities programs. Within that, 25% is set aside to support organizations outside of Seattle and 10% is allocated for cultural organizations supporting underserved populations and/or organizations located within Communities of Opportunity.

The One-Time Operating Support program is designed to provide designated operating and programmatic dollars to meet the day-to-day needs of cultural, science and technology organizations. Grants are provided as unrestricted operating funds, allowing organizations the ability to deploy resources where they will be most impactful for the delivery of the organization's mission. There are four funding disciplines: Heritage, Historic Preservation, Arts, and Science. Funding decisions will be determined by the end of 2024 and contracting with organizations will begin in January of 2025.

Doors Open: One-Time Operating Support Program	2023--2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.0	23,182,072	0.0	0	0.0	0	0.0	0
Inflation Rate		N/A		N/A		N/A		N/A

# Doors Open: One-Time Capital Facilities Program

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) 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.

The funding available in the One-Time Capital Facilities grant will be awarded to organizations who are applying on a tiered basis based on different project sizes. Based on previous facility grant cycles, 4Culture anticipates between 175 to 225 total applications for the 2024 Cultural Facility funding and will aim to fund the top scoring 10–20% in each category.

One-Time Capital Facilities Program	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.0	23,182,072	0.0	0	0.0	0	0.0	0
Inflation Rate		N/A		N/A		N/A		N/A

# Doors Open: Public School Cultural Access Program

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. 4Culture is committed to implementing the Doors Open Public School Cultural Access Program with a goal of improving outcomes for public school students in the county.

4Culture is rigorously planning toward the launch of this program including working with consultants, doing landscape analysis and building off our years of preparation for this moment.

Additionally, the 2025 launch of this program will include the development of a central database for educators to find no cost onsite opportunities to provide cultural education experiences to their students.

Doors Open Public School Cultural Access Program	2023--2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.0	0	3.3	13,231,306	3.3	21,611,674	3.3	23,471,234
Inflation Rate		N/A		N/A		63.3%		8.6%

## Doors Open: Launch

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 two–year operating history for heritage and preservation and three–year operating history for arts. Organizations that have previously received Sustained Support but have had 501c3 status for less than three 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. 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. Launch will prioritize organizations based outside of Seattle, or in a [Community of Opportunity](#) (COO), or meeting other equity criteria, distributing funding as a much–needed launch pad for emerging organizations.

Launch	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.0	0	0.7	2,646,261	0.7	4,322,335	0.7	4,694,247
Inflation Rate		N/A		N/A		63.3%		8.6%

## Doors Open: Building for Equity

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 programs, including Capacity Building and Facilities, to grow and deliver more impact. A new program will be initiated, focusing on facilities that serve Native communities with assistance from 4Culture’s Native Advisory Council which will advise on outreach and program design.

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. It’s clear that the needs organizations have to acquire and steward cultural space remains high in this region given long–standing challenges around affordability. Utilizing Doors Open funding to address this specific need on a larger scale is an exciting opportunity as we aim to distribute resources throughout King County with an eye towards equity, geography and Communities of Opportunity. As this occurs, 4Culture will keep our commitment to our Lodging Tax version of this program for Doors Open ineligible organizations.

Doors Open Building For Equity	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.0	0	2.2	8,820,871	2.2	14,407,782	2.2	15,647,490
Inflation Rate		N/A		N/A		63.3%		8.6%



## Doors Open: Public Free Access

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. Grants may be used to support free and reduced cost attendance at arts, heritage, preservation, or science experiences in King County.

This program comes together as we incorporate numerous learnings from running a smaller scale pilot program using Lodging Tax dollars. Through testing out this program in 2023 and 2024, 4Culture gained strong insight on the needs of the field and is well positioned to operate a Doors Open version of this with a goal of distributing funding to a wide variety of organizations, venues, festivals and cultural producers throughout the county. In addition, applicants located outside of Seattle, that are located within 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 will receive an equity investment increasing the grant amount over and above what would have been awarded otherwise.

Public Free Access	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0	0	3.3	13,231,306	3.3	21,611,674	3.3	23,471,234
Inflation Rate		N/A		N/A		63.3%		8.6%

## Doors Open: 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. The term “field services” refers to the constellation of programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County. Like other Doors Open programming, Countywide Initiatives is a program that 4Culture has been exploring, testing and learning from in anticipation of this moment.

Through Doors Open, Countywide Initiatives will help 4Culture provide consistent funding to field services providers who support cultural workforce development for cultural practitioners in all disciplines throughout the county.

Countywide Initiatives	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.09	0	1.5	6,174,610	1.5	10,085,448	1.5	10,953,243
Inflation Rate		N/A		N/A		63.3%		8.6%

## Doors Open: Sustained Support

Sustained Support provides multi-year grants for operating funds to cultural organizations throughout King County. These awards provide unrestricted funds to organizations that have a track record of delivering programs and services for the benefit of the public. Through a competitive grantmaking process, 4Culture will provide Sustained Support grants to Doors Open-eligible organizations working in the discipline areas of Arts, Heritage, Historic Preservation and Science and Technology.

As the largest ongoing Doors Open program offering, Sustained Support is modeled after our longstanding Lodging Tax version. The program’s main objective is providing reliable, multi-year funding assistance for operations, assistance with rent, utilities, payroll and other basic annual expenses. Given the deep experience 4Culture has in administering Sustained Support, we’re excited to expand this effort on a much larger scale utilizing Doors Open tax revenue to truly meet the needs of cultural organizations. The Lodging Tax version of this program, which has historically been 4Culture’s signature funding initiative, will remain in existence, and maintain a focus on supporting non-Doors Open eligible organizations in this region. Operating with a budget that’s smaller by comparison, but still sizeable enough to deliver strong impact.

Sustained Support	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.0	0	11.0	44,104,354	11.0	72,038,912	11.0	78,237,448
Inflation Rate		N/A		N/A		63.3%		8.6%

## Doors Open: Expanding Capacity Outside Established Cultural Centers

Built into each of the Doors Open Programs is the requirement that the recipient organization provide Equity and/or Geographic Inclusion Benefits. Additionally, the ordinance stipulates that 25% of Doors Open 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 serve vulnerable populations.

To that end, ensuring that Doors Open dollars reach community groups and organizations outside of Seattle and established cultural centers will be a priority for 4Culture. We’ve intentionally increased capacity on our Communications team, hired a Community Outreach and Engagement Specialist, we’re re-introducing Hello 4Culture, a strategy designed to bring our programming to cities and towns across King County, we’re providing language access and translation services along with ASL interpretation to ensure Doors Open opportunities reach high barrier communities. We recognize our role in helping organizations throughout all of King County overcome economic and geographic challenges that limit access to arts and culture funding. Per the ordinance, 4Culture will award additional funding to organizations based in parts of King County that are less served by other funding sources and to organizations that specifically support marginalized communities.

Special Projects	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.0	0	7.3	23,680,084	7.3	50,027,023	7.3	54,331,561
Inflation Rate		N/A		N/A		111.3%		8.6%

## LODGING TAX--Sustained Support for Arts

In recognition of a need to more deeply and equitably fund a growing arts applicant pool, 4Culture will increase Lodging Tax support to certain arts organizations deemed ineligible for funding through the Doors Open sales tax. Organizations that meet requirements for funding through Doors Open will see their Sustained Support awards increased significantly as well. This overall increase in funds to all recipients of Sustained Support from 4Culture is in alignment with continued efforts to sustain the arts sector and see it flourish. 4Culture awards multiyear grants to local arts agencies and nonprofit organizations that provide or facilitate quality arts experiences for residents of and visitors to King County. These monies support financial stability, artistic excellence, and encourages a commitment to provide ongoing cultural programs or events for the benefit of King County residents and visitors, especially those who face barriers in accessing cultural experiences or have been historically underserved. Over 400 organizations participate in the program and reflect a countywide geographic distribution, including organizations of all sizes and in all artistic disciplines.

Sustained Support	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	4.3	6,839,350	3.0	5,388,938	3.0	11,070,347	3.0	11,640,125
Inflation Rate		28.4%		(21.2%)		105.4%		5.1%

## Sustained Support for Heritage and Historic Preservation

4Culture will increase general operating support to stabilize and bolster Heritage and Historic Preservation organizations and entities, with a focus on those not eligible to receive Doors Open funding. 4Culture provides multiyear grants to historical museums and heritage organizations that make exceptional contributions to the preservation, collection, exhibition, interpretation or protection of resources related to the history of the people and places of King County. These monies support financial stability, excellence, and encourages a commitment to provide ongoing cultural programs or events for the benefit of King County residents and visitors, especially those who face barriers in accessing cultural experiences or have been historically underserved. Roughly 100 organizations participate in the program annually and reflect a countywide geographic distribution, including organizations of all sizes and in all heritage disciplines and historic preservation.

Sustained Support	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	4.1	2,627,658	2.0	1,410,179	2.0	2,908,645	2.0	3,067,713
Inflation Rate		20.3%		(46.3%)		106.3%		5.5%

## Special Projects

Expanding the role of local arts and heritage organizations and individuals as artistic and cultural educational resources that develop King County through arts and historic events and features is at the heart of 4Culture’s project-based funding programs. We will continue addressing the needs of either mid- and smaller-sized organizations or individual artists and heritage professionals with this dedicated funding. 4Culture will continue to partner with community-based organizations, cultural funders, other local arts agencies, and local and national cultural service organizations on innovative arts projects, heritage endeavors and collaborative programs that reflect the cultural and geographic diversity of King County and are not funded by other county programs.

Special Projects	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	1.2	4,360,004	1.6	7,223,577	1.6	11,537,585	1.6	11,696,982
Inflation Rate		(10.4%)		65.7%		59.7%		1.4%

## Cultural Facilities

4Culture will continue to “build the cultural infrastructure throughout the region” by addressing one of the cultural sector’s most pressing issues which is the availability and affordability of appropriate space that meets the needs of King County’s diverse cultural organizations and practitioners. Utilizing Lodging Tax, 4Culture will continue addressing these needs through Building for Equity, a program that offers a unique combination of funding, technical support, and strategic partnerships, with priority given to communities that have historically faced barriers to purchasing and stewarding cultural space. 4Culture will also continue to “support the purchase of fixed assets that will benefit art, heritage and cultural organizations” through the Cultural Equipment Program. “Support for the preservation and restoration of historic properties” increases through the Landmarks Capital Program.

Building for Equity, as a program, will be funded by both Doors Open and Lodging Tax Funding with a goal of providing larger awards and more awards annually through Facilities grants, Project Development and Capacity Building grants, and Native Cultural Facilities grants. With slightly different eligibility requirements, Lodging Tax funding will support applicants that are not eligible for Doors Open funding, including Landmark owners that are not cultural organizations, municipalities, and organizations that provide space for cultural programs and services as part of a broader mission.

Cultural Facilities	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	2.7	5,502,351	1.8	6,065,645	1.8	10,005,651	1.8	5,302,842
Inflation Rate		21.6%		10.2%		65.0%		(47.0%)



## Cultural Education

4Culture strongly believes that the passage of Doors Open provides the perfect opportunity for us to go deeper with our cultural education work, providing an array of support to public school students, administrators and teaching artists.

Some of our past work has included producing and learning from the King County Cultural Education Study and developing the King County Arts Education data dashboard and internal working groups helping determine what scaling this work upwards entails to meet the needs of students and cultural educators countywide. As we continue to do a landscape analysis of Doors Open ineligible groups in the cultural education space, 4Culture will use Lodging Tax funding to support those organizations. For the most thorough understanding of our approach, reference the Doors Open Public School Cultural Access Program section in the Program of Work.

Cultural Education	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	0.3	250,000	0.3	500,000	0.3	1,000,000	0.3	1,000,000
Inflation Rate		N/A		100.0%		100.0%		0.0%

## 1% FOR ART--Public Art

Public Art manages existing and new public art commissions funded by the King County 1% for Art Ordinance and maintains the King County Public Art Collection with collection stewardship funds. The goal of 4Culture public art is to integrate the work and thinking of artists into the planning, design and construction of county facilities, buildings, infrastructure and public spaces for our King County partners. 4Culture will continue to care for the King County Public Art Collection of over 1,805 portable artworks and over 365 permanent, integrated and temporary artworks available in publicly accessible sites, throughout King County. Currently there are 10 conservation and collections projects underway. Additionally, Gallery 4Culture and Storefront Media are 4Culture initiatives funded by Lodging Tax and managed by Public Art that provides ongoing opportunities for King County artists to exhibit their work with free access to King County’s diverse artist population. Storefront Media has rotating videos while Gallery 4Culture currently produces 10 exhibitions per year.

Public Art	2023-2024 Projected		2025 Projected		2026-2027 Projected		2028-2029 Projected	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Program Expenses	8.4	7,985,757	8.4	5,653,951	8.4	9,590,088	8.4	8,988,997
Inflation Rate		210.3%		(29.2%)		69.6%		(6.3%)

## Fund Sources

4Culture is primarily supported by **Doors Open tax revenue**, 37.5 percent of the proceeds from **King County Lodging Tax**, and the **1% for Art Program**, a portion of King County new capital construction projects. 4Culture also utilizes grants and other revenue sources to fund the programs.

Total Program		2023-2024 Projected (Amended)	2025 Projected	2026-2027 Projected	2028-2029 Projected
Lodging Tax Proceeds		\$29,018,125	\$15,377,549	\$ 32,566,586	\$ 34,954,120
Doors Open Sales Tax		69,200,216	94,720,336	200,108,090	217,326,245
1% for Art		5,623,749	5,581,786	3,000,000	3,000,000
King County Art Collection		598,000	307,970	625,179	643,934
Building For Equity Interfund Loan		3,399,195	0	0	0
Interest Income		3,667,741	2,536,923	2,710,266	1,991,311
Grants and Other		176,770	150,000	300,000	300,000
King County Relief ARPA		2,500,000	0	0	0