King County

Meeting Agenda

Committee of the Whole

Claudia Balducci, Chair;
Jorge Barón, Vice Chair;
Rod Dembowski, Reagan Dunn, Teresa Mosqueda, Sarah Perry,
Dave Upthegrove, Pete von Reichbauer, Girmay Zahilay

Lead Staff: Andy Micklow (206-263-3226)
Committee Clerk: Blake Wells (206-263-1617)

9:30 AM	Monday, November 4, 2024	Hybrid Meeting

Hybrid Meetings: Attend the King County Council committee meetings in person in Council Chambers (Room 1001), 516 3rd Avenue in Seattle, or through remote access. Details on how to attend and/or to provide comment remotely are listed below.

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

HOW TO PROVIDE PUBLIC COMMENT: The Committee of the Whole values community input and looks forward to hearing from you on agenda items.

There are three ways to provide public comment:
1. In person: You may attend the meeting and provide comment in the Council Chambers.
2. By email: You may comment in writing on current agenda items by submitting your email comments to kcccomitt@kingcounty.gov. If your email is received before 8:00 a.m. on the day of the meeting, your email comments will be distributed to the committee members and appropriate staff prior to the meeting.
3. Remote attendance at the meeting by phone or computer: You may provide oral comment on current agenda items during the meeting's public comment period by connecting to the meeting via phone or computer using the ZOOM application at https://zoom.us/signin, and entering the webinar ID number below.

Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).
TTY Number - TTY 711.
Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.

King County
COW Meeting Materials

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Printed on 10/28/2024
November 4, 2024

You are not required to sign up in advance. Comments are limited to current agenda items.

You have the right to language access services at no cost to you. To request these services, please contact Language Access Coordinator, Tera Chea, at 206 477 9259 or email Tera.chea2@kingcounty.gov by 8:00 a.m. three business days prior to the meeting.

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Webinar Meeting ID: 853 1323 8538

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HOW TO WATCH/LISTEN TO THE MEETING REMOTELY: There are several ways to watch or listen in to the meeting:
1)   Stream online via this link: www.kingcounty.gov/kctv, or input the link web address into your web browser.
2)   Watch King County TV Comcast Channel 22 and 322(HD), Astound Broadband Channels 22 and 711(HD).
3)   Listen to the meeting by telephone – See "Connecting to the Webinar" above.

To help us manage the meeting, if you do not wish to be called upon for public comment please use the Livestream or King County TV options listed above, if possible, to watch or listen to the meeting.

1.   Call to Order

2.   Roll Call

To show a PDF of the written materials for an agenda item, click on the agenda item below.

3.   Approval of Minutes p. 4

   October 21, 2024 meeting minutes

4.   Public Comment

Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).
TTY Number - TTY 711.
Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.

Discussion and Possible Action

5.   Proposed Motion No. 2024-0341   **p. 7**

A MOTION confirming the executive's appointment of Tina Keys, who resides in council district three, to the King County Housing Authority board of commissioners, representing the resident commissioner.

> *Sponsors:*   Perry

Olivia Brey, Council staff

6.   Proposed Motion No. 2024-0342   **p. 7**

A MOTION confirming the executive's appointment of Jerry Lee, who resides in council district six, to the King County Housing Authority board of commissioners.

> *Sponsors:*   Balducci

Olivia Brey, Council staff

7.   Proposed Motion No. 2024-0287   **p. 16**

A MOTION establishing the King County 2025 State Legislative Priorities.

> *Sponsors:*   Upthegrove

Mac Nicholson, Director, Government Relations

8.   Proposed Ordinance No. 2024-0236   **p. 19**

AN ORDINANCE approving the King County Doors Open Program implementation plan, required by Ordinance 19710, Section 9, to govern the expenditure of the cultural access sales and use tax from 2024 through 2031 to achieve outcomes related to public and educational benefits and economic support for arts, science, and heritage organizations.

> *Sponsors:*   Balducci and Zahilay

Leah Krekel-Zoppi, Council staff
Gene Paul, Council staff
Andy Micklow, Council staff

Other Business

Adjournment

Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).
TTY Number - TTY 711.
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by a hearing aid when it is set to 'T' (Telecoil) setting.

King County
COW Meeting Materials

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3 of 264

Printed on 10/28/2024
November 4, 2024

King County

1200 King County Courthouse 516 Third Avenue Seattle, WA 98104

Meeting Minutes

Committee of the Whole

Claudia Balducci, Chair;
Jorge Barón, Vice Chair;
Rod Dembowski, Reagan Dunn, Teresa Mosqueda, Sarah Perry,
Dave Upthegrove, Pete von Reichbauer, Girmay Zahilay

Lead Staff: Andy Micklow (206-263-3226)
Committee Clerk: Blake Wells (206-263-1617)

9:30 AM | **Monday, October 21, 2024** | **Hybrid Meeting**

DRAFT MINUTES

1. <u>**Call to Order**</u>

Chair Balducci called the meeting to order at 9:33 AM.

2. <u>**Roll Call**</u>

Present: 9 - Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

3. <u>**Approval of Minutes**</u>

Councilmember Barón moved approval of the October 7, 2024 meeting minutes. There being no objections, the minutes were approved.

4. <u>**Public Comment**</u>

There were no people who provided public comment.

Briefings

5. <u>**Briefing No. 2024-B0121**</u>

4Culture Annual Briefing and Budget

Gene Paul, Council staff, and Brian Carter, CEO, 4Culture, briefed the committee and answered questions from the members.

This matter was Presented

Discussion and Possible Action

6.   **Proposed Motion No. 2024-0289**

A MOTION confirming the appointment of Jake Prendez to the King County cultural development authority (4Culture) board.

> *Gene Paul, Council staff, Jake Prendez, appointee, and Brian Carter, CEO, 4Culture, briefed the committee and answered questions from the members.*

> **A motion was made by Councilmember Mosqueda that this Motion be Recommended Do Pass Consent. The motion carried by the following vote:**

> **Yes:**   9 -   Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

7.   **Proposed Ordinance No. 2024-0245**

AN ORDINANCE related to the for-hire transportation industry, authorizing background checks through the Washington State Patrol and the Federal Bureau of Investigation when considering an application for an enhanced regional for-hire driver license; and amending Ordinance 19700, Section 13, and K.C.C. 6.65.110.

> *Sherrie Hsu, Council staff, and Sean Bouffiou, Administrative Services Manager, Records and Licensing Division, briefed the committee and answered questions from the members.*

> *Councilmember von Reichbauer moved approval of Striking Amendment S1. There being no objections, the amendment was adopted.*

> **A motion was made by Councilmember von Reichbauer that this Ordinance be Recommended Do Pass Consent. The motion carried by the following vote:**

> **Yes:**   9 -   Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

8.   **Proposed Ordinance No. 2024-0254**

AN ORDINANCE extending an existing moratorium by six months, prohibiting the acceptance of applications for the establishment of new or expansion of existing wineries, breweries, distilleries, and remote tasting rooms, as primary or accessory uses or as home occupations or home industries; and prohibiting temporary use permits for wineries, breweries, distilleries, and remote tasting rooms.

> *Erin Auzins, Council staff, briefed the committee and answered questions from the members.*

> *Councilmember Barón moved approval of Amendment 1. There being no objections, the amendment was adopted.*

> **A motion was made by Councilmember Perry that this Ordinance be Recommended Do Pass Consent. The motion carried by the following vote:**

> **Yes:**   9 -   Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

9.   **Proposed Motion No. 2024-0287**

A MOTION establishing the King County 2025 State Legislative Priorities.

> *Mac Nicholson, Director, Government Relations, King County Council, briefed the committee and answered questions from the members.*

> **This matter was Deferred**

10.   **Proposed Ordinance No. 2024-0236**

AN ORDINANCE approving the King County Doors Open Program implementation plan, required by Ordinance 19710, Section 9, to govern the expenditure of the cultural access sales and use tax from 2024 through 2031 to achieve outcomes related to public and educational benefits and economic support for arts, science, and heritage organizations.

> *Leah Krekel-Zoppi, Council staff, Gene Paul, Council staff, Andy Micklow, Council staff, and Brian Carter, CEO, 4Culture, briefed the committee and answered questions from the members.*

> **This matter was Deferred**

Other Business

> *There was no other business to come before the committee.*

Adjournment

> *The meeting was adjourned at 11:45 AM.*

Approved this _____ day of _____

_____
Clerk's Signature

King County

Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Items:	5 and 6	Name:	Olivia Brey
Proposed No.:	2024-0341 2024-0342	**Date:**	November 4, 2024

SUBJECT

Proposed Motion 2024-0341 would confirm the Executive's appointment of Tina Keys, who resides in council district three, to the King County Housing Authority Board of Commissioners, representing the resident commissioner, for a partial term to expire on May 22, 2025.

Proposed Motion 2024-0342 would confirm the Executive's appointment of Jerry Lee, who resides in council district six, to the King County Housing Authority Board of Commissioners, for a partial term to expire on May 22, 2026

BACKGROUND

The King County Housing Authority (KCHA) was established in 1939 by the King County Council to provide "decent, safe and sanitary housing for those families unable to obtain such housing elsewhere." Housing authorities are authorized by state and federal law to issue tax-exempt debt to finance the acquisition, preservation, and development of affordable housing. KCHA is a municipal corporation and is governed under Chapter 35.82 RCW, which governs housing authorities.[1]

A board of commissioners is responsible for making strategic decisions and providing oversight of statutory, regulatory, contractual, and financial obligations.[2] The KCHA Board of Commissioners is made up of 5 commissioners, appointed by the Executive and confirmed by the Council. Currently, Commissioner Douglas Barnes serves as the chair of the Board.

King County Code (K.C.C.) 2.88.015 requires that at least one person appointed to the Board of Commissioners be an individual who is directly assisted by the KCHA. The KCHA refers to this position as the "resident commissioner." Additionally, appointees may not serve for more than two successive terms. Filling an unexpired portion of a term counts toward the two-term limit.

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[1] Chapter 35.82 RCW: HOUSING AUTHORITIES LAW (wa.gov)
[2] US Department of Housing and Urban Development

APPOINTEE INFORMATION

Tina Keys. Tina Keys resides in council district three. She currently works as a Program Specialist within the Washington State Office of the Attorney General. Ms. Keys served in the U.S. military and has received a business clerical certification. She is currently pursuing an associate degree in behavioral and social sciences. Prior to her role with the Attorney General, she worked as a Housing Navigator with the Salvation Army and as a Case Manager for Veteran Families with the YMCA.

In her application materials, Ms. Keys notes that her specialized military training in leadership principles, as well as training in administrative programming and behavioral health, have advanced her passion for community service. She would fill the role of a resident commissioner on the Board.

Jerry Lee. Jerry Lee resides in council district six. He is the Executive Director for MG2 Foundation, which the philanthropic arm of an architecture firm. He was the CEO for MG2 from 1993 to 2004. Mr. Lee has served as a board member throughout his career, including the Washington State Board for Architects, the College Success Foundation, and the Children's Hospital Foundation. He currently serves on the following boards: Hong Kong Business Association of Washington Foundation, Associate of Washington Generals, Toys for Kids, and Mariners RBI Club. Mr. Lee is also the founding member of the Chinese American Citizen's Alliance Seattle Chapter.

Staff from KCHA stated that Mr.Lee's "experience leading one of the largest architecture firms in the country, combined with his passion for community service, has provided him with valuable and unique insights on the development and preservation of affordable housing that will greatly benefit the residents and staff of King County Housing Authority."

ANALYSIS

Jerry Lee would be appointed to Position 1, filling the remainder of the term. Tina Keys would be appointed to Position 2, filling the remainder of the term. Table 1 below shows the proposed composition of the Board.

Table 1. Current Board Make Up

Pos. #	Name	K.C.C. District	Background and/or Representing	Date Appointed	Term Expires	# of Appointed Terms
1	Jerry Lee	6	Community volunteer	To be determined	5/22/26	1 Partial, subject to council confirmation
2	Tina Keys	3	Resident Commissioner	To be determined	5/22/25	1 Partial, subject to council confirmation
3	Richard Jackson	8 (Works)	Community volunteer	1/27/23	5/22/27	1 Full

Pos. #	Name	K.C.C. District	Background and/or Representing	Date Appointed	Term Expires	# of Appointed Terms
4	Regina Elmi	9	Community volunteer	2/23/21	5/22/23	1 Full
5	Douglas Barnes	1	Community volunteer	8/20/10	5/22/24	2 Full

Staff has not identified any issues with the proposed appointments. They appear to be consistent with the requirements of the King County Housing Authority Board of Commissioners.

Currently, there are two members of the KCHA Board of Commissioners with expired terms. KCHA staff noted that they are working on asking members if they are interested in reappointment and preparing for recruitment for vacant positions. K.C.C. 2.28.003.C. states that "[a]ny member whose term has expired shall continue to serve until a successor is appointed […]".

INVITED

- Jerry Lee, Appointee to KCHA Board of Commissioners
- Tina Keys, Appointee to KCHA Board of Commissioners
- Grace Wood, Staff Liaison to KCHA Board of Commissioners
- Robin Walls, CEO, KCHA

ATTACHMENTS

1. Proposed Motion 2024-0341
2. Transmittal Letter for Tina Keys
3. Proposed Motion 2024-0342
4. Transmittal Letter for Jerry Lee

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion

Proposed No. 2024-0341.1   **Sponsors** Perry

1   A MOTION confirming the executive's appointment of

2   Tina Keys, who resides in council district three, to the King

3   County Housing Authority board of commissioners,

4   representing the resident commissioner.

5   BE IT MOVED by the Council of King County:

6   The county executive's appointment of Tina Keys, who resides in council district

7   three, to the King County Housing Authority board of commissioners, representing the

---

1

8

9 resident commissioner, for a partial term to expire on May 22, 2025, is hereby confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: None

2

King County

Dow Constantine
King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104

206-296-9600   Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

October 9, 2024

Tina Keys
971 10th Pl NE Apt. 107
Issaquah, WA   98029

Dear Tina Keys:

I am pleased to appoint you to the King County Housing Authority Board of Commissioners, representing the resident commissioner, for a partial term expiring May 22, 2025. Your appointment is subject to confirmation by the King County Council.

Enclosed please find the King County boards and commissions Code of Conduct. Newly appointed board members are required to review and sign the attached Code of Conduct within two weeks of receiving this letter. In addition, newly appointed board members must visit the King County boards and commissions website by typing the following web address into your internet browser: https://kingcounty.gov/en/legacy/depts/executive/boards.aspx. Upon accessing the boards and commissions website, click on the "Board Member Orientation Materials" tab near the bottom of the screen. Here you will find links to required board member training videos. Upon completing the required trainings, please complete the attached King County Training Certification Form. Please scan your completed forms and email them to Tala Mahmoud, External Affairs Coordinator, at tmahmoud@kingcounty.gov.

Thank you for agreeing to serve the people of King County as a member of the Housing Authority Board of Commissioners.

Sincerely,

Dow Constantine
King County Executive

Enclosure:

cc: The Honorable Sarah Perry, King County Councilmember, District 3
        Robbin Walls, Exec. Dir. / Kami Robinson, Staff Liaison

KING COUNTY

Signature Report

Motion

Proposed No. 2024-0342.1   **Sponsors** Balducci

1   A MOTION confirming the executive's appointment of

2   Jerry Lee, who resides in council district six, to the King

3   County Housing Authority board of commissioners.

4   BE IT MOVED by the Council of King County:

5   The county executive's appointment of Jerry Lee, who resides in council district

6 six, to the King County Housing Authority board of commissioners, for a partial term to

1

7   expire on May 22, 2026, is hereby confirmed.

                                                    KING COUNTY COUNCIL
                                                    KING COUNTY, WASHINGTON

                                                    _____
                                                    Dave Upthegrove, Chair

ATTEST:

_____
Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

                                                    _____
                                                    Dow Constantine, County Executive

Attachments: None

2

King County

Dow Constantine
King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104

206-296-9600   Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

October 10, 2024

Jerry Lee
3212 90th Place SE
Mercer Island, WA   98040

Dear Jerry Lee:

I am pleased to appoint you to the King County Housing Authority Board of Commissioners, for a partial term expiring May 22, 2026. Your appointment is subject to confirmation by the King County Council.

Enclosed please find the King County boards and commissions Code of Conduct. Newly appointed board members are required to review and sign the attached Code of Conduct within two weeks of receiving this letter. In addition, newly appointed board members must visit the King County boards and commissions website by typing the following web address into your internet browser: https://kingcounty.gov/en/legacy/depts/executive/boards.aspx. Upon accessing the boards and commissions website, click on the "Board Member Orientation Materials" tab near the bottom of the screen. Here you will find links to required board member training videos. Upon completing the required trainings, please complete the attached King County Training Certification Form. Please scan your completed forms and email them to Tala Mahmoud, External Affairs Coordinator, at tmahmoud@kingcounty.gov.

Thank you for agreeing to serve the people of King County as a member of the Housing Authority Board of Commissioners.

Sincerely,

Dow Constantine
King County Executive

Enclosure:

cc: The Honorable Claudia Balducci, King County Councilmember, District 6
       Robbin Walls, Exec. Dir. / Kami Robinson, Staff Liaison

Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Item:	7	Name:	Mac Nicholson
Proposed No.:	2024-0287	**Date:**	November 4, 2024

SUBJECT

Proposed Motion (PM) 2024-0287 would establish the King County 2025 State Legislative Priorities.

SUMMARY

PM 2024-0287 would establish the King County 2025 State Legislative Priorities. Currently, the PM does not have the State Legislative Priorities document attached, which will be inserted via amendment as Attachment A prior to final adoption.

BACKGROUND

The Council and the Executive work together through their respective government relations staff to develop policy positions that direct the state legislative advocacy program. These policies are formalized in the King County State Legislative Priorities.

The 2025 Regular Legislative Session is a 105-day session that begins on Monday, January 13, 2025.

ATTACHMENTS

1. Proposed Motion 2024-0287

1

KING COUNTY

Signature Report

Motion

Proposed No. 2024-0287.1 **Sponsors** Upthegrove

1 A MOTION establishing the King County 2025 State

2 Legislative Priorities.

3 WHEREAS, counties have been recognized by the Legislature as partners with

4 the state in the delivery of such critical services as public health, transportation, public

5 safety, behavioral health, affordable housing, and water quality, and

6 WHEREAS, King County's ability to deliver critical services is directly impacted

7 by budget and policy decisions made by the Legislature, and

8 WHEREAS, the King County council and the King County executive have

9 identified priority issues that will help the county provide essential services and desire to

10 bring these issues to the attention of the 2025 Washington state Legislature, and

11 WHEREAS, the King County council and the King County executive will

12 continue to review legislative developments for possible revisions of King County's 2025

13 state legislative program;

14 NOW, THEREFORE, BE IT MOVED by the Council of King County:

15 The King County council adopts the King County 2025 State Legislative

16   Priorities, Attachment A to this motion, as King County's highest priorities for action in

17   the 2025 legislative session of the Washingt state Legislature.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: None

2

Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Item:	8	**Name:**	Leah Krekel-Zoppi, Andy Micklow, Gene Paul, and Miranda Leskinen
Proposed No.:	2024-0236	**Date:**	November 4, 2024

SUBJECT

Proposed Ordinance 2024-0236 would approve the implementation plan for the King County Doors Open cultural access program.

SUMMARY

In December 2023, King County enacted a cultural access program for King County, known as "Doors Open." The legislation implementing Doors Open[1] required transmittal of an implementation plan to the King County Council by July 2024, and that the plan be referred to the Regional Policy Committee (RPC). The Doors Open ordinance requires an implementation plan to be approved by the Council before program funding for 2025 and beyond can be distributed.

The Doors Open program is to be administered by 4Culture and is intended to provide grant funding to arts, heritage, science, and historical preservation non-profit organizations to increase the public benefits cultural organizations provide throughout King County. The programs it will fund are:

- **Sustained support** to provide operating support for cultural organizations.
- **Public School Access** to increase cultural access for public school children.
- **Free Cultural Access** to provide free and reduced cost cultural experiences.
- **Building for Equity** to build and maintain cultural facilities and equipment.
- **Launch** to help launch new cultural organizations.
- **Countywide initiatives and projects** to support cultural capacity building.

The Doors Open Implementation Plan includes program descriptions, guidelines for eligible expenditures, criteria for awarding proceeds, a public benefit reporting framework, a description of the grant award process, a description of the contract and payment process, an outreach and technical assistance plan, and a timeframe for releasing a required Doors Open program assessment report.

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[1] Ordinance 19710

BACKGROUND

King County's Cultural Programs. 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."[2] 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 to realize operating efficiencies by operating independently of county government.

4Culture's name was derived from the agency's four cultural programs:

- **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.
- **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 arts installations throughout the county.

These cultural programs are established in 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. They are to be administered according to code provisions, 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 have the ability to evaluate the needs of cultural constituencies in the region as a whole. Additionally, they must be residents of King County and are to be chosen to reflect the geographic and cultural diversity of the county.[3] Directors are appointed by King County councilmembers and the Executive and confirmed by the Council.[4]

As required by county code,[5] advisory committees made up of community volunteers with cultural expertise advise the 4Culture Board on policies and programs in the areas of arts, heritage, and historic preservation.

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[2] Ordinance 14482
[3] Ordinance 19036, Attachment A, Section 5.2.B
[4] Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E
[5] K.C.C. 2.48.065, 2.48.075, and 2.48.085

4Culture operates according to a charter and bylaws adopted by the county.[6] County code requires 4Culture to submit an annual report to the county and to meet with the King County Council's Committee of the Whole two times per year, once to discuss the annual report and once to discuss the plans and proposed expenditures for the following year.[7]

Cultural Funding in King County. Historically, under state law, a portion of the lodging tax collected in King County has been dedicated to arts and culture.[8] The availability of lodging tax funding in King County has varied over time based on the provisions of state law:

- From 2001 through 2012, 70 percent of the relevant portion of the lodging tax was to be dedicated to "art museums, cultural museums, heritage museums, the arts, and the performing arts," with the remaining 30 percent dedicated to stadium purposes, acquisition of open space, youth sports activities, and tourism promotion.[9]
- From 2013 through 2015, all of the relevant portion of the lodging tax was to be used to retire the debt on the Kingdome.[10] If the Kingdome debt was retired prior to December 31, 2015, all additional revenues collected through the end of 2015 were to be dedicated to arts and cultural purposes.[11]
- From 2016 through 2020, all of the relevant portion of the lodging tax was to be used for the football stadium and exhibition center.[12]
- After January 1, 2021, the relevant portion of the lodging tax is to be allocated as follows:
  - 37.5 percent to arts and cultural purposes;
  - 37.5 percent to affordable workforce housing near transit stations or for services for homeless youth;[13] and
  - 25 percent for capital or operating programs that promote tourism and attract tourists to the county, including arts, heritage, and cultural events.[14,15]

Between 2001 and 2012, state law required that 40 percent of the lodging tax dedicated to arts and culture be set aside into a special account[16] that was to be used to fund cultural programs from 2012 through 2020 when no lodging taxes would be available for cultural programs.

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[6] Ordinance 14482

[7] K.C.C. 2.49

[8] RCW 67.28.180

[9] RCW 67.28.180(3)(a)

[10] Although the Kingdome was demolished in 2000, the County held approximately $80 million in debt on it at the time, most of that for roof repairs after a ceiling tile collapse in 1994.

[11] RCW 67.28.180(3)(b)

[12] RCW 67.28.180(3)(c)

[13] Motion 14687 authorized a Transit-Oriented Development housing program to be funded through the issuance of $87 million in bonds to be repaid from this portion of the lodging tax beginning in 2021.

[14] RCW 67.28.180(3)(d), RCW 67.28.180(3)(h)(ii)

[15] Ordinance 18788, authorizing a new funding agreement and amendment to the existing financing agreement with the Washington State Major League Baseball Stadium Public Facilities District, also established policy intent on the allocation of lodging tax that would be received after January 1, 2021.

[16] SESSB 6049

Building 4Culture Program. In 2015, King County and 4Culture partnered to establish an arts, cultural, heritage, and preservation capital funding program known as the "Building for Culture" program.[17] The program provided $28.5 million in bond-financed grants funded by using the portion of the lodging tax that became available for cultural funding because the Kingdome bonds were repaid early.

The Building 4Culture Program included three components:

- grants to non-profit arts, heritage, and cultural organizations and eligible public agencies to fund capital costs related to acquisition, construction, or remodeling;
- grants to owners of national-, state-, or local-designated or eligible landmark properties to fund costs related to acquisition, stabilization, rehabilitation, or restoration; and
- a Preservation Action Fund to provide direct funding for the acquisition, stabilization, or redevelopment of significant but endangered historic properties.

In concert with passage of the Building 4Culture legislation, the King County Council passed Motion 14474, which committed to collaboration between King County and 4Culture on an arts, preservation, and cultural equity program to promote "one county" and equity and social justice goals. The motion asked 4Culture to identify $1 million in funding to support historically underserved local arts, preservation, and cultural organizations throughout King County. In response, 4Culture developed the ongoing Community 4Culture grant program, which focuses on individuals and small organizations that have not received past 4Culture funding and serve marginalized communities. 4Culture defines "marginalized communities" as people with disabilities, people with low incomes, the population in geographic areas or representative of cultures within county zip codes experiencing the most significant social inequities, residents in rural King County, or residents of Seattle neighborhoods traditionally under-represented in 4Culture funding.

Building 4Equity. In 2019, in response to interest in addressing historical inequities in cultural funding as well as requests from cultural organizations for capital facilities funding, including from organizations experiencing difficulty closing out projects due to unanticipated construction costs,[18] King County authorized 4Culture to establish the Building 4Equity program.[19]

The Building 4Equity Program allowed 4Culture to partner with King County to use an advance on future lodging tax proceeds to fund a $20 million equity-based cultural facilities program. The components of Building 4Equity include:

- $7 million in funding for organizations that received recent 4Culture capital project funding and have remaining unanticipated construction costs;

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[17] Motion 14406, Ordinances 18179, 18180, and 18181

[18] Construction costs in major US cities increased an average of approximately 30% between 2012 and 2018, according to *Quarterly Construction Cost Report for North America* released by Rider Levett Bucknall in November 2018

[19] Ordinances 18938, 18939, 18940, and 18941

- $1 million in additional funds for the Preservation Action Fund;
- $2 million for a mentoring program for organizations serving marginalized communities; and
- $10 million for Cultural Facilities grants awarded through a process that prioritizes organizations serving marginalized communities.

COVID-19 Impacts on Cultural Programs. The COVID-19 pandemic had a significant impact on the cultural sector. The Washington arts advocacy non-profit ArtsFund published a [COVID Cultural Impact Study](#) in 2021 on the state of Washington's cultural non-profits and found that 121 cultural organizations across Washington reported a total annual revenue loss of $95.9 million. Earned revenue (ticket sales, memberships, admissions) was down a total of $131.6 million but was partially offset by an increase in contributed revenue, such as pandemic relief grants and donations. ArtsFund's study found that household cultural participation declined from 76 percent to 28 percent due to the pandemic. Additionally, 41 percent of cultural organizations reported furloughing or reducing hours for staff.

An Arts Survey conducted by *The Seattle Times*[20] in Fall 2023 found that for cultural organizations in King County, ticket sales are still 23 percent lower and subscription revenue remains 38 percent below pre-pandemic levels. At the same time, surveyed organizations report their operating costs are up between 15 and 50 percent.

4Culture's Lodging Tax Proceeds. As noted above, 2021 was the first year under state law that 4Culture began receiving Lodging Tax proceeds in almost a decade. Due to the pandemic, lodging tax proceeds that year were more than 50 percent below the pre-COVID Office of Economic and Financial Analysis forecast. Between 2021 and 2028, 4Culture's lodging tax proceeds are projected to be 11 percent below the pre-pandemic projection, a loss comparable to approximately one year of 4Culture's lodging tax proceeds. A significant portion of that was offset by COVID relief funding, revenue that will no longer be available after the 2023-2024 biennium.

Cultural Access Program State Law. In 2015, the Washington State Legislature passed ESHB 2263, which provides for the creation of local cultural access programs.[21] 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.

According to 4Culture, 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.[22]

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[20] [Seattle's arts scene: Why fall 2023 starts a season that will be crucial | The Seattle Times](#)
[21] RCW Chapter 36.160
[22] https://scfd.org/

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.

The original state law required that funding for cultural access programs be enacted by a vote of the people. Additionally, for King County, the original state law required that, after startup and administrative costs, tax proceeds were to be allocated: 1) 10 percent for public school cultural access, 2) 70 percent for regional cultural organizations distributed proportionally according to organizations' annual revenues, and 3) 20 percent to community-based cultural organizations.

The Washington State Legislature changed the cultural access program statute in 2020 to remove the allocation requirements for King County and provide the county with the authority to determine the funding allocations for startup costs, administration, public school cultural access, and cultural organizations.[23]

In April 2023, the state passed HB1575, which changed state law[24] to allow 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 impose a cultural access program sales tax concurrently.

Access for All. In 2017, prior to the cultural access program state law changes, King County enacted Access for All,[25] which created a cultural access program for King County and asked voters to impose a 0.1 percent sales tax to fund the program. Voters turned the measure down at a special election in August 2017.

Cultural Access Planning and Community Outreach. Development of Access for All amplified discussions about strategies for fostering cultural organizations that serve traditionally underrepresented communities or are located outside of existing cultural centers in Downtown Seattle. 4Culture moved forward with some of the strategies and initiatives contained in Access for All within the agency's existing revenue streams. Those included:

- creating new grant opportunities to build capacity for smaller cultural organizations located in and providing services to marginalized communities;
- including an applicant's contributions toward serving marginalized communities as part of the evaluation criteria for all grant programs; and
- tracking and reporting on demographic information on the board and staff of grant applicants and awardees.

4Culture also moved forward with a strategic planning process similar to what was contemplated in Access for All, adopting the King County Cultural Plan in 2020, and

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[23] SB 5792
[24] RCW 82.14.525
[25] Ordinance 18513

undertaking a [King County Cultural Health Study in 2020,](#) and a King County Cultural Education Study in 2021.

In developing the cultural strategic plan and conducting the cultural heath and cultural education studies, 4Culture held 43 listening sessions throughout King County. 4Culture states that the findings of these studies and listening sessions led to the development of the Doors Open program proposal.

Doors Open. In December 2023, King County enacted the Doors Open cultural access program. The Doors Open program was based on community input gathered by 4Culture and was created to provide grant funding to arts, heritage, science, and historical preservation non-profit organizations to increase the public benefits cultural organizations provide throughout King County. The program includes funding to:

- provide grants for capital and one-time operating support in 2024;
- provide operating support to cultural organizations;
- increase access to cultural programming for public school children;
- provide free public access to cultural experiences;
- build and maintain cultural facilities and equipment;
- help launch new cultural organizations; and
- expand the reach of cultural organizations serving vulnerable populations and located in geographical areas that need additional cultural capacity.

The Doors Open program is administered by 4Culture[26], King County's Cultural Development Authority, with oversight by the 4Culture Board of Directors and the King County Council.

The Doors Open program is funded through a 0.1 percent sales tax for seven years beginning in April 2024. Revenues for the program are forecasted to be approximately $100 million annually. Table 1 identifies estimated annual revenues based on current (August 2024) projections.[27]

Table 1. 2024-2031 Current Estimated Revenues (Based on August 2024 Forecast)

2024	2025	2026	2027	2028	2029	2030	2031	Total
$69.2M	$94.7M	$98.3M	$101.8M	$106.2M	$111.2M	$116.1M	$18.8M	$716.3M

ADDITIONAL ANALYSIS FOR NOVEMBER 4TH COMMITTEE OF THE WHOLE DISCUSSION

Proposed Ordinance 2024-0359 – Sustained Support Grant Cycles. Proposed Ordinance 2024-0359 would amend King County Code Sections 2.48.108 and 2.48.109, to change the application and award cycle for sustained support programs from biennial

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[26] The 2024 capital and operating support grants program would be jointly administered by 4Culture and King County.

[27] Please note that 2024 and 2031 reflect a partial-year collection period – April through December and January through March, respectively.

to triennial. This would effectuate sustained support grants moving from two-year to three-year cycles.

As described at prior meetings, 4Culture is proposing a three-year award cycle for operating support. If this policy choice is made, it would require additional legislation to fully implement 4Culture's proposal. While a three-year award cycle is permissible under the Doors Open ordinance, the code that governs the established Sustained Support programs instituted them as two-year grant cycles. Because 4Culture is proposing to administer the lodging tax and Doors Open operating support programs together, to simplify both the application burden for cultural organizations and 4Cultue's administrative efforts, updating the code for Sustained Support to allow three-year grant cycles would be necessary.

Legislation to Increase Doors Open 2024 Program Allocations. Proposed Ordinance 2024-0377 would amend Ordinance 19710 to increase the allocation to the one-time capital and one-time operating support programs. The Doors Open program currently sets aside up to 67 percent of the 2024 tax proceeds for the one-time 2024 programs, up to 2 percent for start-up funding, and up to 3 percent for administrative costs. The remaining 2024 revenues will be allocated to the 2025 – 2031 Doors Open program.

The proposed ordinance would increase the set aside for 2024 programs from up to 67 percent of 2024 tax proceeds to all the remaining proceeds after start-up and administrative costs (approximately 95 percent). Any proceeds not distributed in 2024 would be used for the 2025 – 2031 Doors Open program. This would increase the available funding for 2024 programs by an estimated $19.4 million.

Amendment 1. Amendment 1, also referred to as the Chair's striker, would replace the attachment A, Doors Open Implementation Plan, with a version that includes the following changes:

- Technical changes for consistency with RCW 36.160 and Ordinance 19710 and to fix typos and grammatical errors.

- Reorganizing sections to consolidate information on criteria for awarding proceeds; public benefit reporting; the application, panel, award, and approval process; and the contract and payment process.

- Clarifying changes related to the document's readability and 4Culture's current practices. Key updates provided by 4Culture include:
  - Clarification of the role of the advisory committees in reviewing grant award recommendations;
  - Clarifications that state law requires payments on a reimbursement basis and that grantees may seek partial reimbursement;
  - Addition of a strategy to the building for Equity program to "foster equitable development throughout all corners of King County";

- Delineation of a new Building for Equity "Anchoring Community" grant category for facility projects with budgets over $10 million;
- In place of a requirement to contribute 6 hours to the Building for Equity Program, Anchoring Community grantees will participate in an equitable development cohort;
- Change of references to "field services" to "cultural support services";
- Additional of a cultural support roster to connect cultural practitioners to services;
- Update of the grant criteria for the Launch program (developed after implementation plan transmittal);
- The hiring of a Doors Open Evaluation Manager and development of a results-based accountability evaluation framework; and
- Addition of the Science Advisory Committee membership (created after implementation plan transmittal).

- Substantive changes including:
  - A statement on the intended impacts of Doors Open;
  - Addition of "economic impact" as a criterion for awarding grant proceeds for the Sustained Support, Free Public Access, Building for Equity, Countywide Initiatives, and Launch programs;
  - A section describing 4Culture's equity priorities, including policies for improving cultural experiences for people with disabilities;
  - A commitment for 4Culture to make continuous improvements of the grant application process;
  - Provision of annual adjustments based on inflation for multi-year awards;
  - Addition of LGBTQ+, the disability community, youth, and immigrant and refugee populations as equity priorities for outreach, engagement, and communications;
  - Equity commitments for technical assistance and outreach;
  - Ensure all cultural organizations that receive a Doors Open grant will have access to consultant service hours;
  - Establish a target of making Sustained Support award announcements by July 2025;
  - A commitment to reducing barriers to accessing the Public School Access Program, including provision of technical assistance;
  - A statement of 4Culture's prioritization of providing startup capital project funding;
  - Allowance of reimbursement for capital costs incurred up to 2 years prior to the application deadline, but not for any expenses incurred prior to January 1, 2024;
  - Addition of specific methodology for the Doors Open Assessment Report; and
  - A request for inclusion of Doors Open performance metrics in 4Culture's annual reporting to King County.

ADDITIONAL ANALYSIS FOR OCTOBER 21ST COMMITTEE OF THE WHOLE DISCUSSION

During the September 24, 2024, Committee of the Whole and September 30 Regional Policy Committee meetings, committee members raised several topics for further discussion. This section provides additional analysis on those topics. Previously provided analysis for Proposed Ordinance 2024-0236 begins in the following "analysis" section of this staff report.

Cultural Investments and Representation for People with Disabilities. Committee members have expressed interest in understanding how the Doors Open program will impact cultural access for people with disabilities, and how people with disabilities are represented on grant review panels.

4Culture proposes to apply the agency's current disability-related equity practices and policies to the Doors Open program. This includes the following:

- **Data collection and analysis:** 4Culture collects and analyzes aggregated disability data for organizations and individuals they fund, 4Culture staff, 4Culture Board members, grant review panelists, and onsite reviewers. 4Culture uses the data to understand funding disparities and inform grantmaking practices and processes and outreach and engagement strategies.
- **Grant award criteria:** How a cultural organization serves people with disabilities is one component of the criteria 4Culture uses to determine whether organizations are eligible for an equity investment bonus added to their base grant award and for equity points awarded when scoring grant applications.
- **Public benefits:** Cultural organizations must provide and report on public benefits to be eligible for 4Culture funding. Among the public benefits cultural organizations can choose to provide and report on are, bringing cultural facilities and programming into compliance with access requirements of the Americans with Disabilities Act, and activities to improve cultural access for people who face barriers to access and are underserved in cultural programs.
- **Representation and anti-bias training:** 4Culture's mission, vision, and values direct that the composition of grant review panels and advisory committees include consideration of representation of historically underrepresented and underserved populations, including racial and ethnic minorities and people with disabilities. All grant review panelists undertake a training called, "Interrupting Bias in Grantmaking: Anti-bias training," which covers ableism.

Grant Cycle Timing. Provided below is a summary table of expected grant cycles for each of the Doors Open programs. Of note, 4Culture currently maintains an online list of its current, upcoming, and ongoing funding opportunities, including associated

deadlines.[28] 4Culture has also provided a draft schedule of 2025 grant deadlines, which is provided as Attachment 5.

Table 2. Grant Cycles for Doors Open Programs

Doors Open Program	Grant Application Cycle	Award length
Capital Facilities	2024 – One Time	1-year
Operating and Program Support	2024 – One Time	1-year
Operating Support	2025-2031 - Triennial	3-year
Public School Cultural Access	2025-2031 - Annual	1-year
Public Free Access	2025-2031 - Annual	1-year
Building for Equity	2025-2031 - Annual	1-year
Countywide Initiatives	2025-2031 - Annual	2-year
Launch	2025-2031 - Annual	2-year

As described at prior meetings, 4Culture is proposing a three-year award cycle for operating support. If this policy choice is made, it would require additional legislation to fully implement 4Culture's proposal. While a three-year award cycle is permissible under the Doors Open ordinance, the code that governs the established Sustained Support programs instituted them as two-year grant cycles.[29] Because 4Culture is proposing to administer the lodging tax and Doors Open operating support programs together, to simplify both the application burden for cultural organizations and 4Cultue's administrative efforts, updating the code for Sustained Support to allow three-year grant cycles would be necessary.

In connection with grant cycle timing, committee members also raised the topic of establishing specific months as deadlines for the distribution of grant awards. For instance, the month of July was identified as a deadline for operating support grants to be distributed each cycle. In response to this potential request, 4Culture provided that if the triennial grant cycle for operating support was approved then 4Culture would be able to announce awards prior to the end of July 2025 while also providing an on-ramp to new operating support applicants for the duration of the cycle every fall (scheduled for September of this year). However, 4Culture expressed their preference that the implementation plan not establish a specific month for grant award announcements. The organization conveyed that, based on their decades of experience in juggling multiple funding sources, having flexibility is an important factor in serving the cultural sector.

Measuring Doors Open Impact. Committee members have expressed interest in understanding how success and impact of Doors Open would be measured, including goals of the program and how 4Culture will measure whether those goals are met. The

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[28] 4Culture. *GRANTS + ARTIST CALLS.* URL: https://www.4culture.org/grants-artist-calls/. Last accessed on October 11, 2024.
[29] K.C.C 2.48.108 and K.C.C.109 established the Sustained Support program for the arts and heritage respectively.

goals of Doors Open established in the Doors Open ordinance are 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, and to provide financial support for cultural organizations to continue and extend the numerous public benefits they provide. Key reporting metrics for how those goals are met are included in the Implementation Plan for each program.

4Culture also hired Mytoan Nguyen-Akbar, Ph.D. as Doors Open Evaluation Manager. Dr. Nguyen-Akbar joined 4Culture staff as in-house Evaluation Manager in summer 2024 and is developing a results-based accountability evaluation framework for Doors Open. 4Culture anticipates completing the framework by early 2025.

Using the framework, 4Culture will assess how the program enhanced the lives of residents, K-12 students, artists, cultural practitioners, and County residents, and impacted King County's creative workforce and local economy. Descriptive statistics about Doors Open awardees will include numbers of grants awarded by zip code, Communities of Opportunity tract, rural community, organizational budget size, type of organization, and other relevant community demographics in addition to those required by the ordinance. Additionally, impact measures will draw from specific, self-reported data around public, geographic, and equity benefits. 4Culture will also gather publicly available data from the American Community Survey, Arts Vibrancy Index, local Chambers of Commerce, Local Arts Agencies, and Business Improvement Associations to understand population and retail trends.

In addition to these measures, 4Culture will conduct pulse opinion polling and experience surveys in years 3 and 6 to assess how residents and audiences/participants are experiencing public benefits of the funding. 4Culture indicates that they also intend to conduct semi-structured interviews with stakeholders and publish in-depth case studies that demonstrate the range of communities and organizations served, and the kinds of impact experienced.

Emergency Operating Funding. While the Building for Equity program provides an element for capital project emergency funding, the implementation plan does not contain a program for emergency operating needs. The answer to the question of what funding exists in the implementation plan and what 4Culture's policies say on this topic was previously provided in the section at the end of the staff report with responses to the September 3rd Regional Policy Committee Questions. In summary, 4Culture identified that the operating support grants can be used for a cultural organization's most emergent needs. 4Culture's policies for emergency funding balance the cultural sector's needs for stability, equity, and sustainability.

Because committee members have expressed interest in an emergency operating support program that would function with a rolling application deadline like the emergency capital program, Council staff engaged with 4Culture about that possibility. In response, 4Culture expressed that they must balance supporting organizations in operational crisis with their role to equitably support the entire cultural sector and keep within the grant award requirements in their Charter, the King County Code, and state law. 4Culture also noted that in their community engagement work, they heard the cultural sector asking for equitable access to increased operating support and not for

one-time crisis funding. Ultimately, they do not recommend that emergency operating funding be set aside for organizations in crisis.

Implementation of the Public School Access Program. Some cultural organizations have communicated concerns to committee members about the potential burden on both busy educators and on smaller cultural organizations to initiate the process of finding one another and planning educational programming. In response, 4Culture has communicated that they are doing all they can to reduce the administrative burden for both schools and cultural organizations to participate in the program. To that end, 4Culture has hired a Cultural Education Program Manager who will be working not only to matchmake educators and cultural organizations but also to provide them with technical assistance as they develop their partnership agreements and Memoranda of Understanding. The program manager has professional experience managing school partnerships as well as working within a school district as a cultural educator. Whether to accept this current arrangement or to make more prescriptive changes to 4Culture's role in the public school access program is a policy choice.

Prior Capital Expenditures. Councilmembers raised the issue of eligible capital expenses for the Doors Open Building for Equity capital program, inquiring about the feasibility of making costs incurred up to two years prior to the application eligible for reimbursement. Any reimbursements for prior spending would have to be limited to costs incurred after January 1, 2024, the effective date of the Doors Open ordinance.

Currently, 4Culture's institutional practice is to act as a "first-in" funder for capital facility projects. By providing funding for new projects, 4Culture is able to play a unique role in catalyzing development of cultural infrastructure, enabling projects to move from conception to reality, and helping cultural organizations leverage additional resources. 4Culture notes that there are many funders that focus on close-out or "cross-the-line" investments, so by serving as a "first-in" funder, 4Culture is fulfilling a gap in cultural funding. Additionally, because the Building for Equity program has an annual application cycle, once a project has gotten off the ground, the grantee can continue applying year after year until project completion.

Interest in making prior expenses eligible for reimbursement in Doors Open Building for Culture came about due to interest in aligning the program to the Building for the Arts program administered by the Washington State Department of Commerce. The Building for the Arts program is a three-year grant cycle that allows applicants to request reimbursement for eligible costs incurred up two years prior to the application deadline. According to a representative from Commerce, the rationale for allowing applicants to seek reimbursement for prior expenses is due to the length of time between funding cycles and the amount of time it can take for projects to receive funding. For example, for the 2025-2027 Building for the Arts cycle, applications closed in June 2024, and recommended projects will need to be included in Commerce's 2025-2027 Capital Budget request, which then must be approved for inclusion in the Governor's 2025-2027 budget request, which then must be approved by the 2025 legislature. Once projects have been approved in the adopted capital budget, grant awardees can only begin drawing down the awarded funding when all the other money needed to complete the project has been raised. The next round of applications begins two years later, with a deadline in mid-2026. This is a fundamentally different approach from 4Culture's capital

grant program, which, as noted above, provides "first in" funding, has an annual application cycle, and provides award notifications and invoicing within a few months of the application deadline.

Whether to make prior expenditures eligible for Doors Open Building for Equity grant awards is a policy choice.

Criteria for Awarding Proceeds. The Doors Open ordinance directed that the Doors Open Program include evaluation of grant applications by a set of criteria. For the 2024 capital and operating grants, the Doors Open ordinance established those evaluation criteria. For the 2025-2031 programs, 4Culture was required to establish those evaluation criteria in the implementation plan. Provided below is a table that summarizes the proposed criteria to evaluate applications for each Doors Open program.

Table 3. Doors Open Program Criteria

| | 2024 Capital | 2024 Oper. | Oper. Support | Public School Cultural Access | Public Free Access | Building for Equity Programs | | | | | | | |
						Facilities	Capacity Building	Equip.	Native Cultural Facilities	Landmarks Capital	Emergency/ Unforeseen	Countywide Initiatives	Launch
Quality	✓					✓	✓	✓		✓	✓		
Qualifications	✓					✓	✓						
Feasibility	✓					✓	✓	✓		✓	✓		
Project Impact	✓					✓		✓			✓		
Public Benefit	✓	✓	✓		✓	✓					✓		
Equity	✓	✓	✓		✓	✓	✓	✓		✓	✓		
Economic Impact	✓	✓											
Resilience		✓	✓		✓								
Discipline or Program Specific Priorities		✓	✓		✓					✓	✓	✓	✓
Impact							✓						
Under Development				✓					✓				

Based on the implementation plan and responses from 4Culture, these evaluation criteria would be defined in the following way:

- **Quality**: the thought and reasoning the applicant has put into the project planning. This criterion may also include how community input has informed the applicant's needs assessment and the prioritization of project outcomes. For capital grant applications, this criterion includes how the project relates to the applicant's ability to secure or improve facilities in the future, as well as how the facility project is designed to help an applicant fulfill their organizational mission and address social, economic, and/or environmental challenges.
- **Qualifications:** the applicant's ability to assemble a qualified and prepared project team.
- **Feasibility**: the applicant's ability to administer and complete the project within the budgetary, logistical, and time constraints described in the application.

- **Project Impact:** For programming grants, how the project will create positive change to meet the needs of the communities being served. For capital projects, how the project will increase access to cultural facilities.
- **Public Benefit:** a description of the public benefits from the Doors Open ordinance that the applicant would provide through programs, activities, and services.
- **Equity:** the applicant's focus on marginalized communities, especially communities that are disproportionately impacted by structural racism. Advancing equity is not a requirement for funding.
- **Economic Impact:** how the applicant's project 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.
- **Resilience**: the applicant has clearly stated plans to remain in operation, has demonstrated organizational adaptability to changes in the community, and shown responsiveness to the community's needs.
- **Discipline-specific or program-specific priorities:** Priorities that are specific to each cultural discipline or program that will be identified and listed in the guidelines for each application. These priorities may change from application cycles through a process involving 4Culture staff, advisory committees, and the 4Culture Board. An example is the arts priority of "artistic substance" for an operating grant that would evaluate how an applicant provides services that are robust, creative, and engaging with the community.
- **Impact:** how the work described in the application would affect the applicant's future sustainability and ability to improve or secure facilities. This criterion would also include how the community would benefit from program investments.

The Public School Cultural Access program is still under development so the criteria to evaluate grant applications will also be developed as part of that effort. The criteria for Native Cultural Facilities are also under development. 4Culture has conveyed that the Native Cultural Facilities Advisory Council should complete the funding criteria by December 2024. The Native Cultural Facilities Advisory Council is a group of five community-based professionals with deep ties or personal experience with the Native community, experience in community-based projects, equitable funding platforms or grant-making program development, neighborhood, community, and/or facility project development, and cultural organizations.

Whether to accept as proposed, modify, or further define the program criteria is a policy consideration.

Unallocated 2024 Revenues and Reserves. The Doors Open ordinance set the use for 2024 revenues in the following way:
- Up to 2% for repayment of start-up funding;
- Up to 3% for administrative costs;
- Up to 67% for the 2024 one-time capital and one-time operating support program; and
- The remainder (at least 28%) for the 2025-2031 Doors Open programs at the percentages provided in the program descriptions found in the ordinance.

Executive staff provided that the 67% allocation for 2024 programs was a relatively conservative amount. This approach was meant to ensure that programs did not overcommit first year funds in case of sales tax volatility and also so that the programs would have cash on hand for the grant commitments. According to Executive staff, the current financial plan for the Doors Open fund, which is found in the Executive's proposed 2025 budget, shows a 2024 ending fund balance of $16.4 million. According to 4Culture's 2025 Comprehensive Financial Plan, approximately $20 million of 2024 Doors Open money is uncommitted. This $16-$20 million is the unallocated 2024 revenues that the Doors Open ordinance designated for eventually supporting 2025-2031 programs.

While this $16-20 million could be allocated for program expenses in 2025-2031, committee members have also asked if this money could be used in two different ways. The first way would be to increase the allocations for 2024 one-time capital and operating awards. This policy choice would require an amendment to the Doors Open ordinance. 4Culture staff have also expressed potential timing issues with adding to the 2024 revenues. 2024 applications are already under review and panelists would need to know the total available funding by October 25th for capital projects and November 5th for operating support by the very latest. 4Culture indicated that it would be particularly difficult to equitably add money after that date to the capital project program. This is because panelists who are evaluating applications need to understand the entire pool of funding available as they deliberate on the percentages to award to projects.

Besides increasing allocations for 2024 awards, the second proposal for using the unallocated $16-$20 million would be to create a reserve for the Doors Open fund. Executive staff have noted that County policy encourages the establishment of reserve funds and could be used in this case to protect against unexpected fluctuations in sales tax revenues. Creating a reserve could be feasible under the current Doors Open Ordinance as long as when money is expended from the fund, it is expended according to the purposes and percentages found in the ordinance.

Beyond the question of feasibility, Executive staff and 4Culture have also considered the amount of reserve and whether the County or 4Culture would ultimately hold it. In response to the question of how much reserve to establish, Executive staff reviewed both current County policy and historic sales tax data. While County policy guidance on rainy day reserves encourages a reserve of 30-90 days' worth of expenditures, this would set aside between $8 million and $25 million. Executive staff also examined sales tax data back to 1980 and compared the baseline forecast from the Office of Economic and Financial Analysis to scenarios that ranged from a national recession to above average economic growth. Based on the pessimistic scenario of a national recession, Executive staff ultimately recommended a reserve between $6 million and $10 million.

4Culture has expressed support for creating a reserve and also shared that the agency has its own reserve policy, which dates back to 2021 and the return of lodging tax revenues for arts and culture. This policy protects 4Culture and King County's cultural resources during times of economic uncertainty and natural disasters. While the 4Culture policy generally addresses internal operations and debt service obligations, it does contain the way that 4Culture calculates the amount of reserve. 4Culture staff annually calculate their reserve by adding the full cost of debt service, 50 percent of the

estimated operating costs including staff salaries and expenses related to the physical plan and day-to-day business, and five percent of estimated annual lodging tax revenue for programmatic contingencies. Since Doors Open does not currently have debt service, using just the 50 percent of administrative costs and five percent of annual programming for the 2025 Doors Open projection to estimate a Doors Open reserve produces a reserve of approximately $6.2 million. This estimate shows general concurrence with the Executive's proposal of reserving between $6 and $10 million.

Besides the amount of reserve to set aside, there is also the policy choice of which organization maintains the reserve. The reserve could be held either by the County in the Doors Open fund or directly by 4Culture. As noted previously, 4Culture establishes their own reserve for lodging tax and King County does not maintain a reserve for arts and culture in the County's lodging tax fund. Continuing this precedent in the Doors Open fund would mean that 4Culture would hold the reserve.

ANALYSIS FROM PRIOR STAFF REPORTS

This section provides staff analysis of the transmitted implementation plan as follows:
- Doors Open Ordinance Requirements
- Implementation Plan Overview
  - 4Culture's Plan to Provide Technical Assistance and Outreach
- 2024 Programs
- Sustained Support Program
- Public School Cultural Access Program
- Public Free Access Program
- Building for Equity Program
- Countywide Initiatives Program
- Launch Program
- Vulnerable Populations and Communities Outside of Seattle Allocations
- Doors Open Assessment Report
- Potential Policy Issues
- Responses to Questions Raised in Committee
- Review Schedule

Proposed Ordinance 2024-0236 would approve the King County Doors Open Program Implementation Plan. The plan would govern expenditures of the estimated $100 million annual revenues for the Doors Open Program between 2025 and 2031, in accordance with state law and the Doors Open ordinance. The Doors Open Program is intended to expand public benefit outcomes and economic support for arts, science, and heritage organizations.

The Doors Open ordinance requires that the implementation plan be mandatorily referred to the Regional Policy Committee. The implementation plan must be approved by the Council by ordinance prior to spending any Doors Open revenues other than start-up funding and funding for the 2024 one-time program.

For 2025 – 2031, the Doors Open ordinance allocates funding to the uses shown in Table 2.

Table 2. Annual Doors Open Allocations – 2025 through First Quarter 2031 (Based on an Assumed Annual Collection of approximately $100M)

Administrative costs	**Up to 3%**	**$3,000,000**
Doors Open Programs	**Approx. 72%**	**$72,000,000**
• Public school cultural access	Approx. 15%	$10,800,000
• Launch funding for new/emerging organizations	Approx. 3%	$2,250,000
• Countywide initiatives/projects	Approx. 7%	$5,040,000
• Building for Equity (capital projects and equipment)	Approx. 10%	$7,200,000
• Free public access to cultural experiences	Approx. 15%	$10,800,000
• Operating support (e.g., rent, utilities, etc.)	Approx. 50%	$36,000,000
Increasing capacity in geographic areas with less access (outside established cultural centers[30])	**Approx. 25%**	**$25,000,000**

Additionally, the Doors Open ordinance requires that at least ten percent of the Doors Open program, or approximately $9.7 million, be allocated to support cultural organizations that serve vulnerable populations, organizations located within Communities of Opportunity (COOs), and organizations providing mentoring services to organizations serving vulnerable populations and COOs. According to the Doors Open ordinance, vulnerable populations includes, but is not limited to, veterans, seniors, unhoused individuals or individuals at risk of becoming unhoused, individuals experiencing mental illness or substance use disorders, individuals with disabilities, households with an annual household income at or below eighty percent of the area median income, survivors of domestic violence, communities at risk of gun violence, or justice-system impacted youth or youth at risk of being impacted by the justice system.

It is important to note that the allocations shown in Table 2 are based on revenue projections from August 2023, when the Doors Open program was being developed. Actual allocations will be based on the revenue 4Culture receives, and because sales tax revenue fluctuates based on economic conditions, the Doors Open revenue will fluctuate over the life of the program. According to 4Culture, the Doors Open program design prioritized allocating money to programming and did not establish a reserve fund to help stabilize annual funding levels.

Doors Open Ordinance Requirements. The Doors Open ordinance requires that the implementation plan include the following:

- Itemization of start-up funding costs incurred or planned by 4Culture or King County;

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[30] To 4Culture's knowledge, Seattle is the only city that currently meets the definition of an established cultural center.

- Guidelines for eligible expenditures for each Doors Open program, consistent with state law[31] and the Doors Open ordinance;
- Summary of the Doors Open programs and allocations;
- Criteria for awarding proceeds;
- Public benefit reporting framework, including standards for cultural organization reporting;
- A description of the annual application, panel, and approval process for awarding grants;
- A description of the grant contract and payment process; and
- A description of the Doors Open program's countywide plan to provide expertise, administrative assistance, and outreach.

Specific to the public school access program, the Doors Open ordinance also requires the implementation plan to include:

- Goals, priorities, and process for delivering the elements of the program, including the list of education programs offered by cultural organizations, funding for cultural education programs, and funding for public school transportation to cultural education experiences; and
- Start-up timeline, communications strategy, and roles of school districts, school teachers, cultural organizations, and 4Culture in planning and delivery.

Finally, the Doors Open ordinance requires a Doors Open Program Assessment Report that meets the following requirements for addressing the effectiveness of the Doors Open Program funding:

- Expanding cultural organizations' operations, offers of discounted and free admission, public school cultural access, and supporting newly built and expanded cultural facilities;
- Advancing equitable access to cultural organizations throughout King County and removing barriers to access faced by segments of the county population;
- Fostering creation and development of new cultural organizations throughout King County, reducing geographic barriers, and improving access; and
- Supporting the growth and development of cultural centers throughout King County.

Other requirements for the Assessment Report include:

- Overview of the evaluation personnel involved, the evaluation methodology, and methods for interpreting qualification and quantitative data;
- Fiscal data on distribution of Doors Open Program revenue, including a breakdown of spending by council district and zip code, and comparison of actuals against planned expenditures;
- Data and findings for the public school cultural access program;
- Data and findings for awards to organizations serving communities that face cultural and economic barriers to access;

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[31] RCW 36.160

- Data and findings on the sustainability and growth of cultural organizations outside of Seattle, the city with the highest concentration of arts and cultural organizations in King County; and
- Identification of any proposed changes to the Doors Open Program panel process, eligibility guidelines, or reporting requirements.

The Doors Open Implementation Plan is required to provide a timeline for providing the Doors Open Program Assessment Report to the Executive and the Council.

Implementation Plan Overview. The Doors Open Implementation Plan provides the priorities and processes for 4Culture's administration of Doors Open Program funding. According to 4Culture, development of the implementation plan was informed by outreach conducted between January and June 2024 that included 35 in-person gatherings, three online informational sessions (available with ASL interpretation and translated into Spanish), and 14 gatherings with cultural leader groups.

The Doors Open Implementation Plan describes how 4Culture will build upon the agency's existing programs and practices to meet Doors Open goals of expanding the reach and offerings of cultural organizations and the benefits they provide to the public. The implementation plan includes a Plan-on-a-Page that shows an overview of the Doors Open program areas, including allocations, anticipated reach, and key program features.

The implementation plan also describes the six Doors Open programs that will be the basis for allocating funding to arts, heritage, preservation, and scientific organizations according to the Doors Open ordinance requirements. The programs include Sustained Support, Public School Cultural Access, Public Free Access, Building for Equity, Countywide Initiatives, and Launch. A summary and timeline of the Doors Open Assessment Report is also included in the implementation plan.

4Culture's Plan to Provide Technical Assistance and Outreach. The implementation plan describes 4Culture's plan to leverage the agency's existing infrastructure to provide expertise, administrative assistance, and outreach to cultural organizations. 4Culture plans to continue the agency's practice of working with the agency's grant managers to identify outreach strategies, including targeted outreach to underserved communities, Black and Indigenous communities, and language communities, to increase the number of grant applications above previous applicant pools. 4Culture also plans to continue offering technical assistance to potential grant applicants including conducting online and in-person grant application workshops, and a grant resource webpage.

Also, anticipating that the cultural sector growth that Doors Open will precipitate, the implementation plan states that 4Culture intends to provide additional support to help organizations manage the risks and opportunities associated with increased funding. This would include maintaining a consultant roster and allocation of consultant hours for eligible cultural organizations, allowing organizations to receive assistance on topics such as financial emergency planning, strategic planning, and fundraising and development.

The implementation plan also describes 4Culture's efforts to place a special focus on outreach to science and technology cultural organizations, since that will be a new funding area for 4Culture due to the scope of Doors Open. 4Culture formed a Science and Technology Group in January 2024 to inform development of 4Culture's science and technology funding programs. The group consists of representatives or local science organizations intended to represent various disciplines, organization sizes, and geographic regions.

2024 Programs. The Doors Open program sets aside up to 72 percent of the estimated $72 million 2024 Doors Open tax proceeds to go towards one-time Doors Open capital and operating grant programs.[32] According to the Doors Open ordinance, 4Culture was to begin outreach and technical support for potential applicants in August 2024, with awards to be finalized and announced by the end of 2024.

The transmitted implementation plan states that an anticipated $24.1 million will be available for the one-time 2024 capital grant program, and an additional $24.1 million will be available for the one-time operating program. These anticipated program amounts are based on revenue projections, whereas final program funding amounts will be based on actual revenues.

One-Time Capital Grant Program. This program will provide grant funding for building, modifying, and acquiring cultural facilities. As required by the Doors Open ordinance, the grant program is broken down into three categories: 1) projects with budgets over $10 million, 2) projects with budgets between $1 and 10 million, and 3) projects with budgets of less than $1 million. 4Culture anticipates being able to fund the top scoring 10 – 20 percent of applications in each category.

The Doors Open ordinance required that the applications be reviewed by peer panels, and that the applications be scored based on the criteria of quality, feasibility, equity, and project impact, including increasing access to cultural facilities. According to the transmitted implementation plan, 4Culture also added economic impact to the evaluation criteria. As required by the Doors Open ordinance, for both the 2024 capital and operating programs, 4Culture will allocate a minimum of 25 percent to support cultural organizations outside of Seattle, and a minimum of 10 percent to cultural organizations and activities that support vulnerable populations and Communities of Opportunity.[33]

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[32] The remaining 28 percent of 2024 revenues will be allocated to the 2025 – 2031 Doors Open program.
[33] Ordinance 19710 defines this requirement as "(1) cultural organizations, which in fulfilling their primary purpose, focus their programming or facilities to serve one or more vulnerable populations, such as, but not limited to, veterans, seniors, unhoused individuals or individuals at risk of becoming unhoused, individuals experiencing mental illness or substance use disorders, individuals with disabilities, households with an annual income at or below eighty percent of the area median income, survivors of domestic violence, communities at risk of gun violence, or justice-system impacted youth or youth at risk of being impacted by the justice system; or
        (2) cultural organizations with their primary locations and conducting a majority of their activities within census tracts ranked in certain percentiles on the Communities of Opportunity composite index [of 60 percent or greater]; or
        (3) cultural organizations for providing mentoring services to such cultural organizations."

The transmitted implementation plan includes a description of the annual application, panel, and approval process for awards and of the grant contract and payment process, as required by Doors Open ordinance. Payments will be provided to awardees on a reimbursement basis. 4Culture intends to use the agency's existing administrative process for both the 2024 capital and operating programs, adding the inclusion of Executive and Council appointed members to the grant application peer review panels as required by the Doors Open ordinance.

In addition to the Doors Open ordinance administrative requirements, 4Culture included several discretionary implementation elements, including:
- Requiring applicants to show an ongoing commitment to racial equity and equitable development;
- Requiring applicants for projects with budgets over $10 million to meet a cultural space contribution, providing space or technical assistance to smaller cultural organizations;
- Due to the amount of funding available and the anticipated number of applicants, capping awards to up to 100 percent of project costs for first $250,000, 50 percent of project costs between $250,000 and $1 million, 15 percent of project costs between $1 million and $10 million, and 5 percent of project costs over $10 million, and capping the maximum awards at $2.5 million for projects with budgets over $10 million;
- Providing bonuses to base award amounts for projects that advance equity or support growing cultural resources outside of Seattle; and
- Prioritizing projects that could begin construction within two years.

The discretionary equity requirements 4Culture intends to include in administering the Doors Open one-time capital grant program are the same equity requirements 4Culture uses in administering the agency's existing Building for Equity capital grant program.

One-Time Operating Grant Program. This program will provide one-time operating grants to support cultural organizations in meeting ongoing needs such as rent, utilities, payroll, and other expenses. Grant applications will be broken into categories of heritage, historic preservation, arts, and science and technology. 4Culture anticipates approximately 700 applicants, of which all qualified cultural organizations will receive a portion of the available $24.1 million funding.

Similar to the 2024 capital grant program, grant applications will be reviewed by peer panels and grouped by cultural discipline. Award amounts will be based on the operating budget of the organization, the panel score, and potential bonuses for advancing equity and geographic inclusion.
Applications will be scored based on the criteria required by the Doors Open ordinance, which are stability, public benefit, equity, and artistic substance. In addition, according to the proposed implementation plan, 4Culture will include economic impact as a scoring criterion.

The transmitted plan includes a description the annual application, panel, and approval process for awards and of the grant contract and payment process similar to that of the 2024 capital grant program. For the operating program, in order to receive payment,

grant recipients will provide a public benefit report that matches the intended public benefits described in that organization's application and grant contract.

Sustained Support Program. The first of the six 2025-2031 programs that is described in the implementation plan is "Sustained Support."[34] The following sections will analyze the implementation plan's responsiveness to the requirements from the Doors Open Ordinance.

Summary of the program and allocation. The summary of the Sustained Support program describes "multi-year grants for operating funds to cultural organizations" with the objective of meeting ongoing needs. Although the implementation plan indicates that this funding is for "operations, including assistance with rent, utilities, payroll, and other basic annual expenses," the plan also describes this support as "funds for unrestricted operating expenses." The language around "unrestricted operating expenses" aligns with the existing Sustained Support program that is funded by lodging tax revenue. This operating support will be offered in four discipline areas: Heritage, Historic Preservation, Arts, and Science and Technology. The estimated annual allocation for this program is $48.5 million.[35] This is the largest allocation of Doors Open program funding and, similar to the 2024 operating program, 4Culture estimates that approximately 700 organizations across the four disciplines will apply each award cycle.

Criteria for Awarding Proceeds. 4Culture intends to use both minimum operating history and a set of evaluation criteria to evaluate applications. The minimum operating history is a component of the existing lodging tax funded Sustained Support program.[36] The following table summarizes those criteria.

Table 3.
Criteria for Awarding Operating Support Proceeds

	Heritage	Historic Preservation	Arts	Science & Technology
Minimum Operating History	2 years	2 years	3 years	None

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[34] Although "Sustained Support" is a term that 4Culture uses to describe operational support, Ordinance 19710 uses the term "operating support."

[35] Using the allocation amounts in Ordinance 19710, $36 million should be allocated to operating support. 4Culture staff included a portion of the funding for projects outside Seattle in their calculations, so the implementation plan shows $48.5 million for Sustained Support. 4Culture has opted to include the funding for projects outside Seattle in all programs and directed review panels to meet the minimum requirements for projects outside Seattle and programming for Communities of Opportunity.

[36] The operating history minimums are described in K.C.C. 2.48.

	Heritage	Historic Preservation	Arts	Science & Technology
Evaluation Criteria	Resilience	Resilience	Resilience	Resilience
	Public Benefit	Public Benefit	Public Benefit	Public Benefit
	Equity	Equity	Equity	Equity
	Heritage Priorities	Preservation Priorities	Artistic Substance	Science and Technology Priorities

The definitions of resilience, public benefit, and equity appear in the 2024 section of the implementation plan. The discipline-specific priorities are not defined in the plan. 4Culture staff have expressed that priorities will be identified for each funding cycle through a process involving staff, the advisory committees, and the 4Culture Board. The priorities will be listed in the application guidelines for each discipline. For example, the Arts priority for the 2025 application cycle is focused on artistic substance and whether the artistic services are "robust, creative, and engage with your community."[37]

Description of the application and process for awarding grants. For Sustained Support funding to heritage, historic preservation, and arts organizations, 4Culture proposes to use the agency's existing application and award process. 4Culture staff have indicated that cultural organizations from these disciplines will submit one application for Sustained Support grants, and funding will be awarded from lodging tax and Doors Open revenues based on the applicant's eligibility. 4Culture will be responsible for maintaining the administrative firewalls between the funding sources as well as ensuring an organization's eligibility for each revenue source.

Although the Doors Open ordinance uses the term "annual application" in the requirements for all Doors Open Programs and the implementation plan mentions both a biennial and three-year award cycle, 4Culture indicated that the agency is proposing that Sustained Support would be on a three-year award cycle. This would be an adjustment from the two-year award cycle of 4Culture's existing Sustained Support program. The code that governs the established Sustained Support programs instituted them as two-year grant cycles.[38] Legal analysis of Sustained Support grant cycle requirement is still ongoing. Ultimately, while the Doors Open Ordinance allows 4Culture to set the guidelines for that funding, it would still be a policy choice for Doors Open Sustained Support to move to a three-year award cycle.

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[37] "Arts Sustained Support," 4Culture website (Link)
[38] K.C.C 2.48.108 and K.C.C.109 established the Sustained Support program for the arts and heritage respectively.

4Culture staff have confirmed the intent to move to a triennial cycle as a response to cultural organizations' desires to make longer-term planning decisions around Doors Open funding as well as to reduce the administrative burden on organizations of applying for grants. At the same time, 4Culture staff have acknowledged the greater impact of a three-year grant cycle for organizations that miss the application window. To mitigate that risk, 4Culture staff indicated that there will be an application period in late 2025 for organizations that miss out on the first of the three-year funding cycle.

One final consideration for a three-year grant cycle is how awards would account for fluctuations in Doors Open revenue receipts compared to projections. There is no allocation in the Doors Open ordinance for a funding reserve. Therefore, a significant downward adjustment in the sales tax revenues that support Doors Open over the potential three-year award timespan could result in the need for 4Culture to reduce the amount awarded to cultural organizations. 4Culture has noted that all award contracts include clauses that state the awards are subject to tax collection that would allow for adjustments if revenues were below projections. Analysis around this consideration is ongoing.

The implementation plan indicates that in a typical award cycle, 4Culture Program Managers will first review applications to ensure eligibility. Then the application is reviewed by a panel of peer reviewers. The panel will make an award recommendation based on:

- The cultural organization's budget size;
- An additional award based on panel scoring;
- A possible additional geographic investment based on the organization's location; and
- A possible additional equity investment based on the scoring of the equity criterion.

For science and technology applications, community panels will review the applications and will make award recommendations based on an organization's annual program expenses. Additionally, applicants from outside Seattle, those serving a Community of Opportunity, with the smallest operating budgets or exhibiting indicators correlated with limited access to funding may receive an equity investment that increases the grant award.

All award recommendations would be sent to a discipline-specific advisory committee and then onto the 4Culture board for final approval.

Public Benefit Reporting Framework and the Description of the Grant Contract and Payment Process. The implementation plan states that "Public benefit reporting is directly tied to 4Culture's contract and payment process." In order to complete a grant contract, a cultural organization must document the public benefits the organization expects to provide. After delivering the cultural programming, the organization submits

payment requests and once again reports on the benefits in public facing activities. The payment process also provides grantees the opportunity to provide participation numbers, a narrative of activities, and any other documentation required for payment.

Public School Cultural Access Program. The second of the six 2025 programs in the implementation plan is the Public School Cultural Access Program. This program has unique requirements in the Doors Open ordinance because of the specific requirements in state law.[39] Those requirements and how the implementation plan responds to them are described in the following sections.

Overall Summary of the Program. The proposed implementation plan provides a summary of the program to boost student access to cultural experiences. All 19 school districts in King County would have access to an online roster of cultural organizations that provide either on-site or off-site cultural education programs. Funding would be provided to both cultural organizations for the programming and to schools that meet the criteria for free transportation. The implementation plan identifies $14.6 million as the estimated annual allocation for this program. 4Culture estimates that 350 cultural organizations across all disciplines are expected to apply for annual funding.

Description of Goals, Priorities, and the process for the Delivery of the List of Education Programs required by State Law. The implementation plan details a list of the Doors Open ordinance-required goals and priorities for establishing the list, or roster, of cultural education programs. The goals for developing the roster include:

- 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.

The priorities from the implementation plan for developing the roster include:

- 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.

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[39] RCW 36.160.110 ([Link](#))

- 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.

The process for delivering the roster of cultural programming is also described in a four-step outline. The first step in the process is outreach from 4Culture to cultural organizations to get those organizations to submit entries for the roster. The second step is 4Culture reviewing the submissions for eligibility. If organizations meet the Doors Open requirements, they would provide programing information so 4Culture can build out the programming roster. Finally, 4Culture would also collect some information from schools to help facilitate communication between schools and cultural organizations.

Description of Goals, Priorities, and the process for the Funding Cultural Education Programs. While neither state law nor the Doors Open ordinance appears to require funding cultural organizations for educational programming as part of the Public School Cultural Access Program, the implementation plan does provide goals, priorities, and a grant process for this. The stated goal in the plan is to sustain, deepen, and extend the partnerships between cultural organizations and schools. The priorities include clear communication to develop a plan that meets students' learning needs and for 4Culture to gather data that would allow the organization to both improve the process and study the impact of increased cultural access for students.

The process proposed for funding cultural education programs would begin with a teacher or other school staff contacting a cultural organization to begin the procedure. The school staff and organization would then complete a memorandum of understanding (MOU) through the 4Culture website that would gather the necessary data on the type of learning experience and number of students. Once the MOU is agreed upon and signed, the cultural organization could apply for a grant for the programming. 4Culture intends to design a panel review process for grant applications that would meet the scheduling needs of schools, but those details have not yet been determined. Upon completion of the programming, both the cultural organization and the teacher would be surveyed to confirm the programming occurred and to gather feedback. The cultural organization would then be able to submit an invoice for the cost of the programming.

Description of Goals, Priorities, and the process for the Delivery of Funding for Music and Arts Education in Schools in addition to Basic Education Funding. 4Culture staff have expressed that the implementation plan addresses this requirement by directly funding the cultural organizations that can provide educational programming to public school students. As part of the first phase of this program, 4Culture staff intend to develop a baseline of cultural programs being offered to schools and plan to use that to compare with future program data to measure any increase in cultural programming.

Description of Goals, Priorities, and the process for the Delivery of the Funding for Transportation required by State Law. The implementation plan describes the goals and priorities for funding public school transportation. In accordance with state law, the program prioritizes transportation funding for all school districts with at least 40 percent of the student population eligible for federal free and reduced-price school meals (FRL).[40] The plan also expresses the goal that if funds are sufficient, all schools with 40 percent or more FRL rates, regardless of overall school district FRL rates, will receive funding. Moreover, there is a goal for all schools that face significant transportation costs due to their distance from cultural centers to receive transportation funding.

While the goals and priorities are clear, the process for delivery of the funding for transportation identified in the implementation plan is less clear. The plan notes that there are various transportation models in the 19 school districts within King County, and 4Culture staff will design a system that is appropriate for each district. The tentative start-up timeline depicted transportation design occurring concurrent with transmittal of the implementation plan. Because of this timing, it is also unclear how the process for transportation funding would prioritize funding for school districts with 40 percent FRL rates with the yet to be determined process for reviewing applications for both transportation and cultural programming funding.

Description of Start-up Timeline, Communications Strategy, and Respective Roles. The implementation plan contains a tentative start-up timeline that covers the 10-month period from May 2024 through February 2025. The timeline contains a summarized list of actions with the respective month for each action that takes the program from stakeholder engagement through roster buildout, testing and launch.

The implementation plan also contains a communication strategy that covers two time periods: program design in 2024 and program launch in 2025. The program design communication strategy focuses on understanding barriers both schools and cultural organizations have faced, what has previously worked well in partnerships between educators and cultural organizations, and identifying the information needed to build out the cultural organization roster. The strategy for 2025 focuses on engaging with educators and cultural organizations to inform them about the program and opportunities as well as raising the awareness of the general public.

The implementation plan also fulfills the ordinance requirement of identifying "respective roles that school districts, teachers, cultural organizations' education programs, and 4Culture will have in planning and delivery of the public school cultural access program." The tables contained in the plan delineate that:

- School districts will help inform program design and support communication to school staff.

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[40] The first item bulleted list at the bottom of page 32 of the transmitted implementation plan appears to have a typo. That item should state "All school <u>districts</u> with 40%+ FRL rates have access to transportation funds."

- Teachers will inform program design, utilize the roster to arrange programming for students, work with cultural partners to develop a plan for programming, and complete surveys after the programming has been completed.
- Cultural organizations will inform program design, provide data for the roster, collaborate with school staff to develop plans for programming, provide programming, complete surveys afterwards, and receive funding.
- 4Culture will conduct engagement to inform program design, then design and maintain the website, roster and funding mechanisms for the program, and also foster relationships between schools and cultural organizations.

Public Benefit Reporting Framework. The transmitted implementation plan includes a framework for public benefit reporting that appears to meet the Doors Open ordinance requirement. The framework identifies the general public benefit, equity inclusion, and geographic inclusion benefits that cultural partners are most likely going to provide in order to satisfy Doors Open requirements. The framework also describes that data will be collected through the MOU that cultural organizations will need to receive funding for programming. The MOU process will gather data to illustrate the public benefits to school students, educators, and the cultural organizations using the initial list of 16 metrics.

Public Free Access Program. The third of the six programs beginning in 2025 that is described in the implementation plan is Public Free Access. The following sections will describe how the program description in the plan responds to the requirements from the Doors Open Ordinance.

Summary of the program and allocation. The implementation plan describes how the program would reimburse cultural organizations for free and reduced-cost access to increase access to cultural offerings by reducing the barrier that admissions fees present to many residents. The estimated annual allocation is $14.6 million. 4Culture estimates that 300 organizations will apply annually for this funding.

Criteria for Awarding Proceeds. The implementation plan contains five criteria for awarding proceeds to cultural organizations under this program. The criteria require that the cultural experience is:

- Mission-based and engages the attendee in the mission;
- Identical to the experience to attendees paying the standard admission fee;
- Produced by the applicant organization;
- Open and advertised to the public such that anyone who wishes to attend may do so; and
- In-person at venues in the county where attendance counts are taken.

Description of the application and process for awarding grants. The transmitted implementation plan describes an application process that would include using the Sustained Support application process as a means of pre-qualifying eligible cultural organizations for the Free Access program. The stated intent behind this method is to reduce the burden of applying to multiple programs, as was required in the Doors Open ordinance, as well as a strategy to ensure equitable access to funding. Organizations

that are deemed eligible for the Free Access program would then complete a short application that describes the number and documentation method for free and reduced cost attendees in the previous year, the plan for current year experiences where free and reduced cost programming will be offered and how the organization will prioritize free and reduced access for members of underserved communities.

The plan states that grants for the current year are based on the attendance data from the previous year. 4Culture staff have expressed that this method greatly simplifies the application process for smaller organizations that may be reliant upon volunteers to write the grant applications. 4Culture staff believe that providing attendance from the prior year avoids the need for projections on programming, attendance, and revenues, and also reduces unclaimed grant awards that could happen with missed projections. Finally, 4Culture staff indicate that organizations that receive Public Free Access grants are also likely to be already receiving Sustained Support operating grants so that the combined support will allow even smaller organizations to expand their offerings for free access.

In addition to attendance-based application reviews, applicants that are located outside of Seattle, serving a Community of Opportunity, with a small budget, or having other indicators correlating to a limited access to funding may receive an equity investment increasing the grant amount over what would otherwise have been awarded. 4Culture staff indicate that an application question will ask how applicants plan to reach underserved communities as a means of both gathering this information and encouraging applicants to increase their accessibility to all communities in the county. While it appears that this increased equity investment should be used solely for funding free access, the implementation plan could be more explicit that it cannot be used as an operating support grant.

Public Benefit Reporting Framework and Description of the Grant Contract and Payment Process. Like the other Doors Open program areas, the transmitted implementation plan combines public benefit reporting with the payment process. In order to receive reimbursement, cultural organizations would have to provide data on the number of free or reduced-cost attendance provided. This data appears to be the only proposed method of tracking a cultural organization's provision of public benefits as no other reporting is included in the proposed implementation plan for this program. The grant contract process would be the same for the Free Public Access Program as for other Doors Open programs.

Building for Equity Program. The Doors Open Building for Equity cultural facilities program would include six grant categories by incorporating five capital grant programs 4Culture currently administers and creating one new grant category. According to the implementation plan, the estimated annual funding across for the Building for Equity program would be approximately $9.7 million. The following sections will describe how the implementation plan responds to the requirements of the Doors Open ordinance.

Summary of the program and allocation. 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."[41] The Building for Equity program would include 4Culture's existing Capacity Building, Facilities, Equipment, Landmarks Capital, and Emergency/Unforeseen Capital programs and a new program, Native Cultural Facilities, focused on facilities that serve native communities and share native cultures. 4Culture estimates that 200 organizations across the arts, heritage, historic preservation, and science disciplines are expected to apply each award cycle.

Criteria for awarding proceeds. Table 4 summarizes the criteria for awarding proceeds for the six programs.

Table 4.
Criteria for Awarding Proceeds

Facilities	Capacity Building	Equipment	Native Cultural Facilities	Landmarks Capital	Emergency/ Unforeseen
Quality and Qualifications	Quality and Qualifications	Quality	Currently Under Development	Quality	Quality
Feasibility	Feasibility	Feasibility		Feasibility	Feasibility
Project Impact and Public Benefit	Impact	Project Impact		Advancing Equity	Project Impact and Public Benefit
Advancing Equity	Advancing Equity	Advancing Equity		Program Priorities[42]	Emergency[43]/ Unforeseen Opportunity[44]
				Focus on rehabilitation of designated landmark property	

The transmitted implementation plan proposes to include Building for Equity additional eligibility requirements not included in the Doors Open ordinance. For the Facilities program, similar to the 2024 one-time capital program, the implementation plan would include an additional eligibility requirement for projects with budgets larger than $10 million to demonstrate "commitment to Equity in Development and Construction Practices."[45] For the Capacity Building Program, a program designed to create a

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[41] Doors Open Implementation Plan, pg. 39.
[42] The implementation plan notes that the "Program Priorities criterion allows the Landmarks Capital program to adapt to time-sensitive needs and specific gaps in funding for historic preservation" (pg. 40).
[43] Emergency criteria include: 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; catastrophic event or natural disaster.
[44] Unforeseen Opportunity criteria include: 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.
[45] Doors Open Implementation Plan, pg. 39.

pathway for smaller organizations to advocate and plan for cultural facilities, the transmitted plan proposes that the program would only be available to organizations located in a Community of Opportunity, serving a vulnerable population, or located outside of Seattle or the organization's primary mission or programs supporting historically marginalized communities. These eligibility requirements are consistent with 4Culture's current practices.

Description of the application and process for awarding grants. The implementation plan notes that each grant program and cycle have a different pool of applicants, and recommendations for awards would be made by separate panels of working professionals in the fields that 4Culture funds – representative of geography, organization size, and points of view. The panels would then recommend selected proposals to 4Culture's Advisory Committees and Board based on the criteria described in the previous subsection. The 4Culture Board would approve the final list of awards. Emergency/Unforeseen Opportunity funds would be reviewed by the relevant 4Culture Advisory Committee, which would make a recommendation to the 4Culture Board of Directors or the Executive Committee.

The implementation plan notes that the application and review process for Native Cultural Facilities funding is currently under development under the guidance of the Native Advisory Council. According to 4Culture staff, the Native Cultural Facilities Advisory Council is comprised of five community-based professionals with deep ties or personal experience with the Native community, experience in community-based projects, equitable funding platforms or grant-making program development, neighborhood, community, and facility project development, and cultural organizations. 4Culture staff anticipates the funding criteria to be completed in December 2024.

As with the other Doors Open programs, grant payments would be made via reimbursement. The implementation plan notes that there would be an open application period of 6-8 weeks with at least three workshops sharing the guidelines, criteria, application process, and engagement to community networks and media outlets.

Public benefit reporting. The implementation plan identifies the key reporting metrics as the number and type of projects funded over time by district and ZIP Code. Facilities grants would require organizations to provide arts, culture, science, and/or heritage programs, services, or opportunities as a public benefit for at least ten years. The organization would be required to widely publicize public performances, events, and programs and track the number of events and audiences served. The organization would be required to provide 6-hours of expertise over the entire award period to the Building for Equity program by participating in a focus group, interviews, or workshop.

Organizations with a project budget over $10 million would be required to participate in a Space Contribution program facilitated by 4Culture in which the organization would offer free technical assistance, use of facility space, or other equivalent to a Building for Equity Capacity Building or Launch grantee.

Capacity Building grants would require that organizations provide cultural opportunities as public health regulations permit. These would include:

- 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 the organization; and
- Participation/engagement of the organization's staff, board or volunteers in training that prepares them to serve their community better and increase their skills in planning for and managing capital projects.

Organizations would be required to widely publicize public benefit performances, events, and programs and track the number of events and audiences served.

Equipment grants would require organizations to provide opportunities to the public with the equipment over a period of at least ten years.

Landmarks Capital grants would require that organizations agree to maintain the property as a landmark in perpetuity and maintain the property in good condition for a minimum of 10 years. According to the transmitted implementation plan, public benefit centers on rehabilitation and long-term stewardship of designated landmarks.

For Emergency/Unforeseen Opportunity grants, the implementation plan notes that "public benefit varies slightly by program area but parallels the public benefit requirements of Building for Equity Facilities and Landmarks Capital programs."[46]

Countywide Initiatives Program. The fifth of the six 2025 Doors Open programs is the Countywide Initiatives program, which the Doors Open ordinance described as supporting "regional initiatives and projects, including public programs, supports for cultural practitioners and cultural organizations, limited-time cultural events, and funding for unmet cultural sector needs. The implementation plan proposes a somewhat narrower scope for the Countywide Initiatives program of supporting "field services organizations that improve career opportunities for King County's cultural practitioners."[47] 4Culture staff have indicated that the focus on field services aligns with a strategic need that 4Culture has identified in its strategic plan, which is to support individuals in the cultural sector who are not eligible to directly receive Doors Open funding, but whose role in the sector is critical to Doors Open's success. Whether to focus Countywide Initiatives program funding on field services organizations is a policy choice for councilmembers.

The implementation plan refers to field services as "the constellation of programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County."[48] The estimated annual funding across for this program would be $6.8 million annually.

Summary of the program and allocation. The transmitted implementation plan describes the Countywide Initiatives funds as providing multi-year project-based grants to increase

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[46] Doors Open Implementation Plan, pg. 42
[47] Doors Open Implementation Plan, pg. 43
[48] Doors Open Implementation Plan, pg. 43

field services provider capacity. The plan further identifies three types of field services that 4Culture is "best equipped" to support:

- Pathways, which are training and skill-building opportunities not consistently available and accessible across career stages, disciplines, and regions;
- Community building for cultural practitioners who want community building or mentorship opportunities such as cooperatives or communities of practice; and
- Professional services include legal counsel, professional photography and marketing, trademarking, and tax advice for cultural practitioners.

4Culture estimates that 50 organizations across the four cultural disciplines are expected to apply each award cycle.

Criteria for awarding proceeds. The Countywide Initiatives program award recipients would be cultural organizations with a primary purpose of providing programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County or cultural organizations that provide or would like to provide field services but do not include it as their primary mission focus.

Awards would prioritize funding and 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.

Description of the application and process for awarding grants. The implementation plan indicates that grant applications would be evaluated by panels composed of working professionals in the fields that 4Culture funds – representative of geography, organization size, and points of view. The panels would then recommend selected proposals to 4Culture's Advisory Committees and Board based on the criteria described in the previous subsection. The 4Culture Board would approve the final list of awards.

Grant terms would be at least three years "to allow for appropriate length of planning before implementation and help sustain projects for one to two interactions."[49]

Public benefit reporting. The implementation plan identifies key reporting metrics as the number and location of field service providing programs and the number of participants completing the programming or service. According to the implementation plan, organizations would collect data including:

- Number of programs or services provided;
- Number/attendance for practitioners that participated in their organization's programming or services;
- Location of programming or services; and
- Number of partnerships between cultural organizations facilitated.

4Culture staff have stated that 4Culture will develop a baseline of data for Field Services through the application and award process from the first year of the funding program.

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[49] Doors Open Implementation Plan, pg. 45

Launch Program. The sixth of the six 2025 programs, the Launch program, would be "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 King County and all communities in the county have access to cultural experiences."[50] The estimated annual funding for the program would be approximately $2.9 million annually.

Summary of the program and allocation. The Launch program would provide grants for start-up costs and multi-year operating support for new and emerging organizations. The program would pair funding with capacity building and technical assistance. The transmitted implementation plan notes that this program would enable new organizations to have a pathway to receiving Sustained Support, which is only available to organizations with a 2-year (heritage and preservation) and 3-year operating status (arts). As part of supporting new organizations, the Launch program would allow organizations that have previously received Sustained Support and are hiring paid staff for the first time to apply.

The implementation plan also notes that an additional priority of the Launch program would be to increase access to cultural space, especially for organizations that have historically faced barriers to purchasing and stewarding cultural space.

4Culture estimates that 25 to 50 organizations across the four cultural disciplines are expected to apply each award cycle.

Criteria for awarding proceeds. New and emerging organizations would be eligible to apply for Launch grants. According to the implementation plan, new organizations are "Doors Open-eligible cultural or science organizations that are less than three years old and have not previously been awarded Sustained Support funding,"[51] and 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."[52] Emerging organizations may have previously received Sustained Support. A cultural organization that does not have 501c3 status would only be eligible for Doors Open funding through contracting with a Doors Open-eligible cultural organization as a fiscal sponsor.

The implementation plan also identifies new collaborative ventures among existing cultural organizations as eligible for Launch funding if the organization has a decision-making body and structure that is independent of the participating organizations.

The plan indicates that the Launch program would "prioritize organizations based outside of Seattle, or in a Community of Opportunity (COO), or meeting other equity criteria, for funding and support."[53]

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[50] Doors Open Implementation Plan, pg. 46
[51] Doors Open Implementation Plan, pg. 46
[52] Doors Open Implementation Plan, pg. 47
[53] Doors Open Implementation Plan, pg. 47

According to the plan, program criteria will be refined based on outreach and engagement in 2024 and 2025. Program criteria are anticipated to include Quality and Qualifications, Impact and Public Benefit, Feasibility, and Advancing Equity.

Description of the application and process for awarding grants. The implementation plan indicates that applications would be evaluated by panels of working professionals in the fields that 4Culture funds – representative of geography, organization size, and points of view. Based on the criteria described in the previous subsection, the panels would then recommend selected proposals to 4Culture's Advisory Committees and Board. The 4Culture Board would approve the final list of awards.

Public benefit reporting. The implementation plan identifies the key reporting metrics as the number of awards and total funding over time to new organizations by geography and discipline and the number of new organizations that gain eligibility for the Sustained Support grant program.

Reporting metrics for organizations receiving Launch funds may include visitation numbers, volunteer hours, or audiences served. Public benefits reported can include work that leads to growth in reach and impact and programs and services that increase access to culture and science, especially for underserved communities.

Vulnerable Populations and Communities Outside of Seattle Allocations. The Doors Open ordinance includes an intention for "increasing the number, capacity, and stability of cultural organizations or cultural facilities, or both, in geographical areas that need additional cultural capacity with investments to ensure all communities in the county have access to cultural experiences." For both the 2024 one-time programs and the 2025-2031 programs, the Doors Open ordinance requires that at least 10 percent of grant funding be allocated to cultural organizations serving vulnerable populations and Communities of Opportunity, and that at least 25 percent of grant funding be allocated to cultural organizations located outside of Seattle.

4Culture is proposing to incorporate into all the Doors Open programs the minimum allocations to cultural organizations serving vulnerable populations and located in Communities of Opportunity or outside of Seattle. Applicants eligible for those allocations, therefore, would be able to receive additional funding by applying to the Doors Open programs relevant to their organizations and would not need to apply, for example, to a separate program dedicated to providing grants to organizations outside of Seattle. 4Culture's intention with that approach is to minimize the burden of applying for cultural organizations, particularly smaller organizations, and to streamline the process for 4Culture so that cultural organizations can receive funding quickly and efficiently.

The Doors Open ordinance also defines equity and geographic inclusion benefits and requires that each cultural organization receiving Doors Open funding provide at least one of such benefits. Equity and geographic inclusion public benefits include:
- Providing free or low-cost attendance to cultural organizations and cultural facilities for county residents who have economic, geographic, and other barriers to access;

- 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;
- Increasing the diversity of staff and governing boards of cultural organizations;
- Increasing opportunities for access to cultural facilities, programs, and services for diverse and underserved populations and communities;
- Broadening cultural programs and provide programming that appeals to diverse populations within the county;
- Increasing investment in programs and organizations that represent and reflect the diversity of the county;
- Planning and implementing cultural programs or collaborating with other cultural organizations in order to extend the reach and impact of cultural programs to diverse and underserved populations and communities;
- Planning and implementing cultural programs and activities outside established cultural centers;
- 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; 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 organizations, or public schools, or through other means.

4Culture plans to track cultural organizations' delivery of public benefits, including equity and geographic inclusion public benefits, through public benefits reporting that grant recipients will be required to provide in order to receive funding.

4Culture also intends to ensure the Doors Open equity and geographic inclusion goals are met through the provision of additional investments that will be added to the grant awards for organizations that are located outside of Seattle or are located within a Community of Opportunity.

While the proposed implementation plan states that it will adhere to the 10 percent and 25 percent equity and geographic inclusion allocation requirements, the plan describes a process whereby grants will be allocated according to scoring by panels in various funding siloes and does not provide the methodology by which 4Culture will ensure the overall program funding meets the allocation requirements.

4Culture staff provided additional clarification that each Doors Open program and application review panel would have direction to meet the 10 percent and 25 percent minimum requirements. If a panel for any grant pool cannot meet the requirement during the panel review process, for example because there are no applicants satisfying the requirements or the award requests from eligible organizations is lower than the set asides, the panel would then work with the 4Culture program manager to reallocate the funds within the pool of eligible applicants or to other Doors Open programs to ensure that the overall 10 percent and 25 percent program minimums are met.

Doors Open Assessment Report. As the final element of the implementation plan, the Doors Open ordinance requires that 4Culture provide a timeline for submitting a Doors Open Program Assessment Report to the Executive and the Council. The transmitted plan proposes a 2029 delivery timeline in order to inform the process for proposing a renewal of the Doors Open Program, which would begin in 2030. The plan states that the assessment report would include the information required in the Doors Open ordinance. Asked for further detail, 4Culture staff provided the information shown in Table 5 about the methodology that would be used to assess the impact of the Doors Open Program.

Table 5. Doors Open Assessment Report Methodology

Levels of Data Analysis	Methods	Potential Sources
Grantee and Applicant Impact	• **Descriptive statistics** on the category or discipline, organizational demographics, and geographic dispersion of awarded grantees • **Qualitative data** includes in-depth case studies, semi-structured interviews, focus groups, content analysis	• Applicant and Awardee data • Photographic submissions • Site visits by external reviewers • Local press • Staff insights
Audience and Participants	• Survey data • Organizational partners working with schools	• Audience and attendee survey data • Youth satisfaction surveys through org partnerships
Creative Workforce Sector Studies	• Statistical data • Supplemental surveys • Partnering with reputable research partners	• ArtsFund and other regional partners • American Community Survey • Creative Vitality Index / WESTAF data
King County Residential Polling/ Opinion Data	• Polling based	• Text or email polling using statistically representative sample of residents

In describing how 4Culture would measure and evaluate Doors Open outcomes for the Assessment Report, the transmitted implementation plan states that 4Culture will hire a full-time evaluator to help 4Culture improve data collection and reporting. The plan also states that 4Culture would include Doors Open Program reporting in the agency's regular annual reporting to the Executive and to the Council's Committee of the Whole.

The plan does not provide detail about what elements and data would be including in the annual Doors Open reporting.

Potential Policy Issues. Council staff have identified several policy issues of potential interest to committee members.

Vulnerable Populations, Communities of Opportunity, and Geographic Inclusion Requirements. The proposed implementation plan describes how grant programs will provide bonuses to cultural organizations who serve vulnerable populations, are in Communities of Opportunity, and are located outside of Seattle. However, the proposed plan does not describe how 4Culture will ensure that at least 10 percent of Doors Open proceeds go towards cultural organizations meeting the Doors Open ordinance definition of serving vulnerable populations or Communities of Opportunity or how 4Culture will ensure 25 percent of proceeds go to cultural organizations outside of Seattle. 4Culture staff provided additional clarification that the agency intends to apply those minimum set asides to the grant pools for all Doors Open programs, and if there are not enough eligible requests within a grant pool to meet the minimum requirements, reallocate the grant awards either to eligible organizations within that grant pool or to another Doors Open program in order to meet the requirements in the overall Doors Open program. Whether to add 4Culture's proposed methodology for meeting those requirements, or another approach, to the implementation plan is a policy consideration.

Criteria for Awarding Proceeds. The Doors Open ordinance requires the implementation plan to include the criteria for awarding proceeds for each of the programs. For most of the programs, the proposed implementation plan does so in broad terms. For example, the proposed criteria for the Heritage Sustained Support Program is: "resilience, public benefit, equity, and heritage priorities." Whether to accept as proposed, modify, or further define the program criteria is a policy consideration.

Grant Cycle for the Sustained Support Program. 4Culture currently administers King County's Sustained Support grant program to provide operating support to King County cultural organizations. The program is established in county code with a 2-year grant award cycle. Through the Doors Open Implementation Plan, 4Culture is proposing to transition the Sustained Support program to three-year grant cycles in order to provide cultural organizations with more certainty about funding levels and to reduce the administrative burden of preparing grant applications. Tradeoffs to this proposed change include a longer waiting period for cultural organizations that miss an application deadline and the potential for Doors Open revenue fluctuations to impact out-year grant awards. The grant cycle length for Sustained Support is a policy consideration.

Assessment Report Timing and Annual Reporting. The Doors Open ordinance requires the implementation plan to include a proposed timeline for providing the Doors Open Assessment Report to the Executive and the Council. The plan proposes the report be transmitted in 2029. A policy consideration is whether that timing allows adequate time to use the report to make any adjustments in administration of the program and to inform the Doors Open renewal process in 2030. The proposed implementation plan also states that 4Culture will integrate Doors Open program reporting into 4Culture's regular annual reporting to the Executive and Council, so whether to place specific

requirements or parameters on what that annual reporting entails is a policy consideration.

Responses to September 3rd Regional Policy Committee Questions. 4Culture provided the following responses to questions raised by committee members at the September 3, 2024, Regional Policy Committee briefing on the Doors Open Implementation Plan.

Opportunities for Smaller Organizations to Access Cultural Facility Grants. A question was raised about what options are available for securing or revitalizing cultural venues for organizations that are too small to own or operate their own spaces. 4Culture provided the following response.

Building for Equity's Capacity Building grant program provides funding and technical support for organizations who are looking toward acquiring, owning, and/or operating their own spaces. This program is designed to prepare organizations to access Building for Equity's Cultural Facilities grant, a program that funds organizations who are acquiring, renovating, or stewarding cultural spaces.

4Culture's Preservation Action Fund, which is Lodging Tax supported, is a potential tool for small organizations that are looking to partner in acquiring and revitalizing a historic building.

Launch, a program which combines technical assistance with startup funding, is also a potential tool for small organizations to build towards operating their own space.

Funding Emergency Needs. A question was raised about what program(s) Doors Open would have for funding emergency needs and whether 4Culture has a policy to guide under what circumstances and conditions emergency funding can be provided. 4Culture provided the following response.

The 2024 Doors Open Operating Support program provides funding for operating expenses – meaning organizations can put them toward their most emergent needs. This funding program opened in August, closed in September and awards will be announced by December 31, 2024; with contracting to begin in January 2025 with initial payment requests in the first quarter of 2025. The scale of funding and the speed of the program administration is unprecedented in 4Culture's history.

For 2025-2031 Doors Open programs there are:

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

Emergency and Unforeseen Program for Building for Equity. 4Culture's Emergency and Unforeseen Program operates on a rolling basis and faster timeline than the Building for Equity Cultural Facilities program. Emergency and Unforeseen grants meet

a wide variety of unexpected facility needs for cultural organizations, and the funds are only available for actual costs incurred to repair or renovate cultural spaces.

As soon as Emergency and Unforeseen Program applications are received, 4Culture staff review them and refer them to the appropriate Advisory Committee: Arts, Heritage, Historic Preservation or Science. The Advisory Committee will then meet with the applying organization to discuss the request and subsequent next steps.

4Culture Support Network Consulting Roster. 4Culture plans to provide additional scaffolding and support to help organizations manage the risk and opportunities associated with additional public funding. Cultural organizations will have access to the roster and will receive an allocation of consultant hours based on their eligibility. Emergency/crisis consulting is part of the roster of topics and help for the following areas is made available:

- Financial emergency planning
- Facilities management
- Leadership and board optimization
- Legal services

4Culture is developing this roster and has tentative launch plans for the first or second quarter of 2025, depending on Doors Open Implementation Plan approval.

Policy/Guidelines for Emergency Funding. 4Culture's approach to emergency funding balances the cultural sector's needs for stability, equity, and sustainability. Public funding to meet cultural organizations in crisis is limited; therefore, emergency funding must be distributed strategically and equitably.

4Culture administers responsive and transparent funding programs that operate within the confines of King County Code, 4Culture's Charter, and 4Culture's Bylaws. These policies set forth competitive funding programs with publicly available guidelines and criteria, and a review and appeal process.

The requirement that 4Culture grantees perform promised "public benefit" services before receiving grant funds is rooted in Washington statute, RCW 42.24.080. RCW 42.24.080 describes advance payment to a private party without consideration (meaning the party meets very specific contractual requirements) as an unconstitutional gift of funds.

4Culture has long worked with this facet of state law in the agency's grant processes, and as such, has developed ways for awardees to invoice for partial payment as often as they need to perform their work and provide the contracted public benefit. Our processes accommodate cultural organizations, protect the public's money, and ensure that cultural work continues to be equitably supported.

Review Schedule. The proposed ordinance was referred as a mandatory dual referral to the Committee of the Whole and then the Regional Policy Committee. Table 6 provides the anticipated legislative schedule for this item. Amendment deadlines are included in Attachment 2 to this staff report.

Table 6. PO 2024-0236 Legislative Review Schedule

Action	Committee/Council	Date
Introduction and referral	Full Council	August 20th
Discussion Only	COW	August 27th
Briefing	Special RPC	September 3rd
Discussion Only	COW	September 24th
Briefing	Special RPC	September 30th
Hold for Discussion/ Possible Action	COW	October 21st
Discussion/Possible Action	COW	November 4th
Discussion/Possible Action	Special RPC	November 20th
Final Action	Full Council	November 26th

INVITED

- Brian Carter, Executive Director, 4Culture
- Aaron Rubardt, Deputy Budget Director, Office of Performance, Strategy and Budget (PSB)
- Karan Gill, Chief of Staff, Executive's Office

ATTACHMENTS

1. Proposed Ordinance 2024-0236 (and its attachment)
2. Amendment 1 (and its attachment)
3. Redline of Implementation Plan (attachment to Amendment 1)
4. Legislative Review and Amendment Schedule
5. Transmittal Letter
6. Fiscal Note

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Ordinance

Proposed No. 2024-0236.1   **Sponsors** Balducci and Zahilay

1   AN ORDINANCE approving the King County Doors Open

2   Program implementation plan, required by Ordinance

3   19710, Section 9, to govern the expenditure of the cultural

4   access sales and use tax from 2024 through 2031 to achieve

5   outcomes related to public and educational benefits and

6   economic support for arts, science, and heritage

7   organizations.

8   STATEMENT OF FACTS:

9   1. The Washington state Legislature declared in RCW 36.160.010 that

10   there is a need to provide public and educational benefits and economic

11   support for arts, science, and heritage organizations.

12   2. The King County council, through Ordinance 19710, created the Doors

13   Open Program to support arts, science, and heritage organizations, and

14   approved a new one-tenth of one percent sales tax to fund the Doors Open

15   Program.

16   3. Ordinance 19710, Section 9, requires the executive, in consultation

17   with 4Culture, to transmit the implementation plan and an ordinance to

18   approve the plan to the council no later than July 15, 2024. The

19   implementation plan, once effective, will govern the expenditure of the

1

20   sales and use tax's proceeds until the tax expires in 2031. The required

21   implementation plan is Attachment A to this ordinance.

22   4. Ordinance 19710, Section 9, enumerates specific requirements for the

23   implementation plan. The Doors Open Program Implementation Plan for

24   2024-2031, dated XXX, 2024, Attachment A to this ordinance, responds

25   to the requirements set out by Ordinance 19710 Section 9, by: itemizing

26   start-up funding costs incurred or to be incurred by 4Culture and the

27   county; establishing guidelines for eligible expenditures for each Doors

28   Open Program element; providing detailed program descriptions of the

29   elements of the Doors Open Program and a framework for 4Culture

30   administration of these programs; and providing a timeline for the Doors

31   Open Program Assessment Report that will address the effectiveness of

32   the Doors Open Program funding.

33   BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

34   SECTION 1. The Doors Open Program Implementation Plan for 2024-2031,

35   dated, XXX, 2024, Attachment A to this ordinance is hereby approved to govern the

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36   expenditure of the cultural access sales and use tax proceeds as authorized under

37   Ordinance 19710.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. Doors Open Implementation Plan

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101 PREFONTAINE PL S
SEATTLE, WA 98104
4CULTURE.ORG

Doors Open Implementation Plan

Table of Contents

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
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 cultural organizations providing mentoring services 25 percent supports organizations outside of Seattle **Remaining funding to 2025 programs**	**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; 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 Seattle[4]	Minimum of $6M	Minimum of $6M	Minimum of $24.3M across all programs					
Programming in Communities of Opportunity (COO) or for vulnerable populations[5]	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	• Heritage: 90 • Preservation: 30 • Arts: 500 • Science and Tech: 80	• 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	• 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	• Low barrier application • Panels by discipline	• Provides multi-year funding (up to three years) for operations or programming • Low barrier application • Panels by discipline	• 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	• Provides multi-year funding • Low barrier application • Reimbursement to orgs for the cost of free and reduced programming	• 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	• Multi-year project-based funding for orgs providing services for cultural practitioners • Support for workforce and career development	• Provides multi-year funding • Start-up cost funding • Multi-year operating support to new + emerging orgs • Funding paired with capacity building + technical assistance

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[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	• Community Connectors (1:1 pre-submittal application support) • Application workshops • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Leverage 2024 stakeholder outreach • PSESD touchpoints • District and school outreach • 4Culture engagement and comms channels	• Strategic advertising • 4Culture engagement and comms channels	• Community Connectors • Application workshops • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• 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 law[8] 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.

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[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](#)

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[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 9proscribed 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

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[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
- Nepantla 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.

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

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.

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:

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[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

races/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	• Inform program design [transportation managers, curriculum managers] • Support communication about program to school staff [communication managers]
School Teachers	• Inform program design through focus groups and beta testing, pre- and post-launch • Utilize cultural education partners roster to arrange programs for students

	• 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	• 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	• 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.

> ### 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

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.

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.

> **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

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.)

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.

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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

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- **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.

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[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.

> ## 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
> - yəhaẃ Indigenous Creatives Collective
> - Ethnic Heritage Council
> - Museum Educators of Puget Sound
> - TeenTix

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.

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
- yəhaw̓ 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.

> ## 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

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.

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:

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.

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.

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

4Cuture 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-Sharan 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 programing, 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.

1

11/4
IP Att

A. Micklow

Sponsor: Balducci

Proposed No.:   2024-0236

1   **AMENDMENT TO PROPOSED ORDINANCE 2024-0236, VERSION 1**

2   On page 2, line 24, after "dated" strike "XXX," and insert "November"

3

4   On page 2, line 35, after "dated" strike "XXX," and insert "November"

5

6   Strike Attachment A, Doors Open Implementation Plan, and insert Attachment A, Doors

7   Open Implementation Plan, dated November 2024. Line numbers have been added to the

8   attachment for ease of reference. The clerk of the council is instructed to remove line

9   numbers in the attachment on the final version of this legislation adopted by the council

10 before presentation to the executive.

11

12 **EFFECT prepared by** Andy Micklow and Leah Krekel-Zoppi**: *The amendment would**

13 *update the date for the attachment and would replace the attachment A, Doors Open*

14 *Implementation Plan, with a version that includes the following changes:*

15 - *Technical changes for consistency with RCW 36.160 and Ordinance 19710 and*

16   *to fix typos and grammatical errors.*

17   •   *Reorganizing sections to consolidate information on criteria for awarding*

18   *proceeds; public benefit reporting; the application, panel, award, and approval*

19   *process; and the contract and payment process.*

20   •   *Clarifying changes related to the document's readability and 4Culture's current*

21   *practices.*

22   •   *Substantive changes including:*

23   o   *A statement on the intended impacts of Doors Open;*

24   o   *Addition of "economic impact" as a criterion for awarding grant*

25   *proceeds for the Sustained Support, Free Public Access, Building for*

26   *Equity, Countywide Initiatives, and Launch programs;*

27   o   *A section describing 4Culture's equity priorities, including policies for*

28   *improving cultural experiences for people with disabilities;*

29   o   *A commitment for 4Culture to make continuous improvements of the*

30   *grant application process;*

31   o   *Provision of annual adjustments based on inflation for multi-year*

32   *awards;*

33   o   *Addition of LGBTQ+, the disability community, youth, and immigrant*

34   *and refugee populations as equity priorities for outreach, engagement,*

35   *and communications;*

36   o   *Equity commitments for technical assistance and outreach;*

37   o   *Ensure all cultural organizations that receive a Doors Open grant will*

38   *have access to consultant service hours;*

39	o	*Establish a target of making Sustained Support award announcements*
40		*by July 2025;*
41	o	*A commitment to reducing barriers to accessing the Public School*
42		*Access Program, including provision of technical assistance;*
43	o	*A statement of 4Culture's prioritization of providing startup capital*
44		*project funding;*
45	o	*Allowance of reimbursement for capital costs incurred up to 2 years*
46		*prior to the application deadline, but not for any expenses incurred prior*
47		*to January 1, 2024;*
48	o	*Addition of specific methodology for the Doors Open Assessment*
49		*Report; and*
50	o	*A request for inclusion of Doors Open performance metrics in*
51		*4Culture's annual reporting to King County.*

101 PREFONTAINE PL S
SEATTLE, WA 98104
4CULTURE.ORG

Doors Open Implementation Plan

Table of Contents

1. Executive Summary

In December 2023, King County passed Ordinance 19710, creating the King County Doors Open cultural access program. 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
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 that serve 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**	**3 percent for administrative costs;** **72 percent for Doors Open programs**, of which 10 percent for cultural organizations that serve underserved populations and/or organizations located in Communities of Opportunity, and cultural organizations providing mentoring services; 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[1]		2025-2031: Doors Open[2]					
	Capital Facilities	**Operating and Program Support**	**Sustained Support[3]**	**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 Seattle[4]	Minimum of $6M	Minimum of $6M	Minimum of $24.3M across all programs					
Programming in Communities of Opportunity (COO) or for vulnerable populations[5]	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	• Heritage: 90 • Preservation: 30 • Arts: 500 • Science and Tech: 80	• 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	• 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	• Low barrier application • Panels by discipline	• Provides multi-year funding (up to three years) for operations or programming • Low barrier application • Panels by discipline	• 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	• Provides multi-year funding • Low barrier application • Reimbursement to orgs for the cost of free and reduced programming	• 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	• Multi-year project-based funding for orgs providing services for cultural practitioners • Support for workforce and career development	• Provides multi-year funding • Start-up cost funding • Multi-year operating support to new + emerging orgs • Funding paired with capacity building + technical assistance

[1] 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).

[2] 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).

[3] Ordinance 19710 uses the term "operating support" but 4Culture uses the term "sustained support" to describe operational support. Sustained support is used throughout the implementation plan, and it refers to operating support.

[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[1]		2025-2031: Doors Open[2]					
	Capital Facilities	Operating and Program Support	Sustained Support[3]	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
Outreach and Engagement Highlights	• Community Connectors (1:1 pre-submittal application support) • Application workshops • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Leverage 2024 stakeholder outreach • PSESD touchpoints • District and school outreach • 4Culture engagement and comms channels	• Strategic advertising • 4Culture engagement and comms channels	• Community Connectors • Application workshops • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Community Connectors • Strategic advertising • 4Culture engagement and comms channels

2. Implementation Plan Background and Overview

23

A. Introduction to Cultural Access Programs

24

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

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

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

35 In April 2023, the state passed HB1575 which changed state law[8] to allow for county legislative
36 authorities to impose a cultural access program sales tax of up to 0.1 percent by ordinance.
37 Additionally, if a county has not imposed a cultural access program sales tax by December 31, 2024, a
38 city within that county may do so. The statute does not allow a county and city within that county to
39 concurrently impose a cultural access program sales tax.

B. Overview of 4Culture

40

41 In 2002, King County created the Cultural Development Authority of King County, commonly known as
42 4Culture, in order "to support, advocate for and preserve the cultural resources of the region in a
43 manner that fosters excellence, vitality and diversity."[9] 4Culture replaced the functions of King County's
44 former Office of Cultural Resources in order to exercise the powers vested in public development
45 authorities under state law and realize operating efficiencies through operating independently of county
46 government.[10]

47 4Culture's name was derived from the agency's four, original cultural programs.

48 - **Arts.** 4Culture provides capital and operating grant funding for individual artists, groups, and
49   community organizations.
50 - **Heritage.** 4Culture provides capital and operating grant funding for organizations focused on
51   building the historical record, preserving, and enhancing the character of the region, and sharing
52   local heritage resources.
53 - **Preservation.** 4Culture provides project, capital, and operating support to aid in the historic
54   preservation of buildings, neighborhoods, and landscapes. The organization also provides
55   support for heritage tourism for King County communities.

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[6] RCW chapter 36.160
[7] http://scfd.org/
[8] RCW 82.14.525
[9] See generally KCC chapter 2.49 and KCC 2.49.030 specifically
[10] King County - File #: 2002-0365

56 • **Public Art.** 4Culture manages the County's 1% for Art program and manages public art
57 installations and the King County Public Art Collection on behalf of King County government.

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

63 With Doors Open, 4Culture will include Science in its cultural funding program list.

4Culture Governance and Accountability

65 4Culture is governed by a fifteen-member Board of Directors. Directors are to have a demonstrated
66 commitment to and knowledge of cultural resources, be active and experienced in community and civic
67 issues and concerns and can evaluate the needs of cultural constituencies in the region. Directors must
68 be residents of King County and are to be chosen to reflect the geographic and cultural diversity of the
69 County.[11] Directors are appointed by King County Councilmembers and the Executive and confirmed by
70 the Council.[12]

C. Foundational Policies and Plans

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

74 • Charter and Bylaws of the Cultural Development Authority of King County (last updated October
75 9, 2019, through Ordinance 19036)
76 • 2019 King County 4Culture Task Force Briefing Book and Report
77 o The Briefing Book supported the 27-member King County 4Culture Task Force, charged
78 with assessing and evaluating 4Culture's governance structure, processes, and practices
79 through an equity and social justice lens.
80 o The Report, authored by Janet Brown, former President of Grantmakers in the Arts and
81 a nationally known facilitator and consultant, included detail on the community
82 meetings and listening sessions conducted by the Task Force, an overview of 4Culture
83 operations, and recommendations for 4Culture moving forward. The document also
84 includes a comparison of 4Culture with organizations across the United States focused
85 on People of Color/Native organizations, small-midsized organizations, and communities
86 outside urban centers.
87 • 2019 Building for Equity Agreement for Implementation (Ordinance 18939): legislation enabling
88 4Culture to partner with King County in using an advance on future lodging tax proceeds to fund
89 Building for Equity, a $20 million equity-based cultural facilities program.
90 • 2020 King County Cultural Health Study
91 o In 2018, 4Culture embarked on a two-year endeavor to research and analyze the
92 cultural health of the county. Staff conducted a listening session tour, compiled award

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[11] Ordinance 19036, Attachment A, Section 5.2.B
[12] Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E

| 93 | information from cultural funders, synthesized city-level cultural planning, and documented existing cultural infrastructure. |
| 94 | |

93   information from cultural funders, synthesized city-level cultural planning, and
94   documented existing cultural infrastructure.
95   o   The findings are the basis for the Doors Open Recommended Spending Plan, as
96   presented to the Executive and Council beginning in 2022 and led to the development of
97   the Doors Open ordinance in late 2023.
98   •   2020 4Culture Strategic Plan/King County's Cultural Plan (extended through December 2024 by
99   the 4Culture Board of Directors)
100   •   2020 King County Cultural Education Study: A Countywide Analysis of K-12 Students Access to
101   Cultural Education and Community Assets
102   •   2021 4Culture COVID-19 Recovery Framework: 4Culture convened a diverse group of cultural
103   sector leaders to share their concerns and ideas for the future, and to develop a roadmap for
104   rebuilding the sector during and after the pandemic.
105   •   2023 King County Doors Open Ordinance (Ordinance 19710): Legislation, decades in the making,
106   that created the King County Doors Open cultural access program and imposed a 0.1 percent
107   sales tax increase in King County to fund the program.

108   **D. Ordinance Requirements Crosswalk**

109   The Doors Open Implementation Plan is in accordance with the requirements laid out in Ordinance
110   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

111   **E. Doors Open Framework Overview**

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

114   •   Enhance and extend the reach and offerings of cultural organizations
115   •   Ensure continued and expanded access of underserved populations to cultural facilities and the
116   programs of cultural organizations.
117   •   Provide financial support for cultural organizations to continue and extend the numerous public
118   benefits they provide

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

122 The sales tax is expected to generate approximately $716 million in revenue between April 2024 and
123 March 2031, according to the King County Office of Economic and Financial Analysis's August 2024
124 forecast.[13] For the purposes of the Implementation Plan, 4Culture is using an annual estimated funding
125 of $72 million for 2024 and $100 million for years 2025 and beyond. Annual projections may be lower or
126 higher but all percentages for allocations will be applied as proscribed in the ordinance.

127 The following plan allocates projected Doors Open revenue in accordance with Section 8 of Ordinance
128 19710, as follows:

129 **2024**

130 - 2 percent for repayment of start-up funding;
131 - 3 percent for administrative costs;
132 - 67 percent for one-time capital and one-time operating support programs;
133   - o   10 percent for cultural organizations by underserved populations and/or organizations
134   located in Communities of Opportunity, and/or cultural organizations providing mentoring
135   - o   25 percent supports organizations outside the city of Seattle
136 - Remaining funding to 2025 programs

137 **2025 - 2031**

138 - 3 percent for administrative costs;
139 - 72 percent for Doors Open programs(percentage breakdown in sub-bullets), of which 10 percent
140   must go to cultural organizations serving vulnerable populations and/or organizations located in
141   Communities of Opportunity, and/or cultural organizations providing mentoring; Ordinance 19710
142   defines vulnerable populations as including but not limited to, not limited to, veterans, seniors,
143   unhoused individuals or individuals at risk of becoming unhoused, individuals experiencing mental
144   illness or substance use disorders, individuals with disabilities, households with an annual income at
145   or below eighty percent of the area median income, survivors of domestic violence, communities at
146   risk of gun violence, or justice-system impacted youth or youth at risk of being impacted by the
147   justice system;
148   - o   15 percent Public school access program
149   - o   3 percent Launch funding
150   - o   10 percent Building for Equity
151   - o   15 percent Public Free Access
152   - o   7 percent Countywide initiatives and projects
153   - o   50 percent Sustained Support
154 - 25 percent for programming outside the city of Seattle, of which 10 percent must go to cultural
155   organizations serving vulnerable populations, organizations located in Communities of Opportunity,
156   and/or cultural organizations providing mentoring services

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[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 by underserved populations to cultural facilities and the programs of cultural organizations		X		X			X	X
Provide financial support for cultural organizations to continue and extend the numerous public benefits they provide	X		X	X				

157 The Doors Open Ordinance (Ordinance 19710) eligibility excludes municipalities, individual cultural
158 practitioners, radio stations, newspapers, and magazines from receiving any proceeds from the taxes
159 imposed under the Ordinance 19710.[14] 4Culture will reorient its Lodging Tax to better support these
160 ineligible entities.

161 The Doors Open Ordinance (Ordinance 19710) provides, among other things, for a 2024 One-Time
162 Operating Support grant program with a one-time annual application process. KCC 2.48.108 and KCC
163 2.48.109 direct 4Culture to administer the Lodging Tax funded Sustained Support Programs through a
164 biennial application process. 4Culture intends to administer the Doors Open funded Sustained Support
165 Program through a triennial application process. To bring the application and contract period of these
166 programs into alignment, the 2024 Lodging Tax funded Sustained Support Program will be a one-time
167 annual application process, and from 2025 onward, a triennial application process will apply.[15]

168 Guidelines for eligible expenditures for each Doors Open program will be developed consistent with
169 chapter 36.160 RCW, Ordinance 19710, and other applicable state and local laws, and will be provided in
170 the announcement of each program, prior to the opening of the application, and will also be available in
171 all materials and technical assistance made available during the open application period for each
172 program.

173 **F. Doors Open Impact**

174 Doors Open Program funding will transform King County's cultural landscape by expanding cultural
175 organizations' operations, offering discounted and free admission, supporting public school cultural
176 access programs, and building and expanding facilities for cultural activities. Investing in cultural
177 organizations through the Doors Open Program enriches the lives of King County residents and cultural
178 practitioners and contributes to building healthy and resilient communities that thrive on diversity and
179 creativity.

180 The Doors Open Program can lead to:

181 - **Economic Growth**. Cultural organizations contribute to local economies by creating jobs,
182   increasing tourism opportunities, and stimulating related industries such as hospitality and
183   retail.
184 - **Community Engagement.** Greater participation in cultural programming fosters residents' sense
185   of belonging and connection.
186 - **Community Cohesion.** Cultural organizations promote understanding and collaboration among
187   different communities.
188 - **Educational Opportunities.** Investment in cultural organizations provides valuable learning
189   experiences that foster creativity and critical thinking skills for all age groups.
190 - **Enhanced Quality of Life.** Access to arts and culture promotes mental health, social connection,
191   and well-being.
192 - **Innovation and Creativity.** Investments in cultural organizations enhance the creative
193   ecosystem, driving innovation and attracting talent to the region.

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[14] Other entities ineligible for Doors Open proceeds include state agencies and organizations that raise funds for redistribution to cultural organizations.
[15] Subject to changes to KCC 2.48.108 and KCC 2.48.109 to allow for triennial application cycles.

194 Investing in cultural organizations is vital for fostering vibrant, inclusive communities and enhancing the
195 quality of life for King County residents. Cultural organizations are critical in providing access to the arts,
196 preserving heritage, and promoting diversity.

197 ## G. Criteria for Awarding Proceeds

198 4Culture will evaluate grant applications by a set of criteria specific to the objectives of each grant
199 program. The criteria for awarding proceeds will help produce the transformational impact expected for
200 King County's cultural landscape. The definitions for the criteria used throughout the Doors Open
201 Program are:

202 - **Discipline-specific or program-specific priorities:** Priorities that are specific to each cultural
203   discipline or program that will be identified and listed in the guidelines for each application.
204   These priorities may change from application cycles through a process involving 4Culture staff,
205   advisory committees, and the 4Culture Board. An example is the arts priority of "artistic
206   substance" for an operating grant that would evaluate how an applicant provides services that
207   are robust, creative, and engaging with the community.
208 - **Economic Impact:** how the applicant's project enhances the local economy, including staff and
209   contractors employed, volunteer hours and in-kind donations leveraged, and other economic
210   multipliers that accrue to King County.
211 - **Emergency:** A pressing situation that would cause a facility or landmark to be threatened, or to
212   suffer severe economic consequences due to conditions outside of the applicant's control. May
213   also include a threat to the safety of patrons or staff. A catastrophic event or natural disaster
214   may constitute an emergency.
215 - **Equity:** the applicant's focus on marginalized communities, especially communities that are
216   disproportionately impacted by structural racism.
217 - **Feasibility**: the applicant's ability to administer and complete the project within the budgetary,
218   logistical, and time constraints described in the application.
219 - **Impact:** how the work described in the application would affect the applicant's future
220   sustainability and ability to improve or secure facilities. This criterion would also include how the
221   community would benefit from program investments.
222 - **Project Impact:** For programming grants, how the project will created positive change to meet
223   the needs of the communities being served. For capital projects, how the project will increase
224   access to cultural facilities.
225 - **Public Benefit:** a description of the public benefits from Ordinance 19710 that the applicant
226   would provide through programs, activities, and services.
227 - **Qualifications:** the applicant's ability to assemble a qualified and prepared project team.
228 - **Quality**: the thought and reasoning the applicant has put into the project planning. This criterion
229   may also include how community input has informed the applicant's needs assessment and the
230   prioritization of project outcomes. For capital grant applications, this criterion includes how the
231   project relates to the applicant's ability to secure or improve facilities in the future, as well as
232   how the facility project is designed to help an applicant fulfill their organizational mission and
233   address social, economic, and/or environmental challenges.
234 - **Resilience**: the applicant has clearly stated plans to remain in operation, has demonstrated
235   organizational adaptability to changes in the community, and shown responsiveness to the
236   community's needs.

237   • **Unforeseen Opportunity:** an opportunity that was not available at the time of the last
238   application deadline and that will no longer be available to the applicant by the next application
239   deadline. It will also allow an organization to significantly advance its goals and mission.

240 ## H. Doors Open Public Benefit Reporting Framework

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

246 As stated in Ordinance 19710, all Doors Open grant recipients must meet at least one General Public
247 Benefit requirement and one Equity or Geographic Inclusion Benefit requirement.

248 ### General Public Benefits

249   1. Providing low-barrier opportunities for everyone in the county to take part in the region's
250   cultural life and participate in cultural programs;
251   2. Providing performances and programs throughout the county, directly in and for local
252   communities, or through partnerships between and among cultural organizations;
253   3. Providing cultural educational programs and experiences at a cultural organization's own
254   facilities or in schools or other cultural facilities or venues;
255   4. Bringing cultural facilities and programming into compliance with access requirements of the
256   Americans with Disabilities Act;
257   5. Supporting cultural organizations that strive to engage traditional cultures and crafts;
258   6. Presenting free cultural festivals;
259   7. Providing free events, programing, and educational materials, which enhance a cultural
260   experience either before or after, or both, attending an exhibit, performance, or event;
261   8. Providing arts, science, and heritage career building opportunities for youth through internships
262   and apprenticeships or other means;
263   9. Establishing partnerships between cultural organizations or other cultural institutions to present
264   new multidisciplinary cultural experiences;
265   10. Implementing organizational capacity-building projects or activities that a cultural organization
266   can demonstrate will enhance the ability of that cultural organization to execute community
267   outreach, communications, and marketing strategies to attract and engage county residents
268   with opportunities for access to cultural experiences and with emphasis on underserved
269   communities; and
270   11. Implementing organizational capacity-building projects or activities that a community-based
271   cultural organization can demonstrate will enhance the ability of that cultural organization to
272   provide or continue to provide meaningful public benefits not otherwise achievable.

273 ### Equity Inclusion Benefits

274   1. Providing free or low-cost attendance to cultural organizations and cultural facilities for county
275   residents who have economic, geographic, and other barriers to access;

276   2. Providing free access to curriculum-related arts, science, and heritage programs for public
277   school students throughout the county at school and at cultural sites with emphasis on
278   underserved students;
279   3. Increasing the diversity of staff and governing boards of cultural organizations;
280   4. Increasing opportunities for access to cultural facilities, programs, and services for diverse and
281   underserved populations and communities;
282   5. Broadening cultural programs and provide programming that appeals to diverse populations
283   within the county;
284   6. Increasing investment in programs and organizations that represent and reflect the diversity of
285   the county; and
286   7. Planning and implementing cultural programs or collaborating with other cultural organizations
287   to extend the reach and impact of cultural programs to diverse and underserved populations
288   and communities.

289 **Geographic Inclusion Benefits**

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

297 **Public Benefit Reporting Standards for Funded Organizations**

298 4Culture will incorporate the Doors Open discernible public benefit categories and requirements into its
299 established contracting process, described in Contract and Payment Process section. The grant contract
300 is where the public benefit requirements are first documented, and cultural organizations report on
301 their public facing activities in their payment request. Public benefit reporting allows grantees to list
302 attendance and participation numbers, provide a narrative evaluation of their activities, attach any
303 necessary documents including photos, budgets, and proof of acknowledgment of 4Culture's support.

304 As an agency, 4Culture values that it eases the reporting burden for grantees. 4Culture collects only
305 needed information so that it can determine overall impact and learn how best to leverage resources for
306 deeper investment in the arts, culture, and science fields.

307 ## I. Equity Priorities

308 4Culture's vision statement is "We envision a vibrant county where culture is essential and accessible to
309 all." To advance that vision, 4Culture has adopted practices to increase equity in grant allocations. Grant
310 applicants are asked to describe how their programming addresses underserved populations such as
311 racial and ethnic minorities and people with disabilities. Applicants for capital project funding must
312 complete an "equity in development and construction assessment" to consider equity-focused priorities
313 in project development.

Investments in Geographic Inclusion and Equity

314

315 4Culture recognizes that where a cultural organization is based or provides its services, as well as the
316 communities it serves, can affect access to funding and other resources. To take a step towards
317 balancing these disparities, 4Culture awards equity and geographic inclusion investments to cultural
318 organizations that are based in parts of King County that are less served by other funding sources, and
319 to cultural organizations that specifically serve vulnerable communities. The investments are added as
320 bonuses in addition to the programmatic grant awards these organizations receive.

321 *Improving Cultural Experiences for People with Disabilities*

322 An example of 4Culture's equity priorities in action is how 4Culture's policies encourage cultural
323 organizations to improve cultural experiences for people with disabilities. The disability community may
324 include persons who are deaf or hard of hearing, persons with intellectual or sensory disabilities,
325 persons with limited mobility, or persons who are blind or have limited vision. *Alternative* A disability
326 is any condition of the body or mind that makes it more difficult for the person with the condition to do
327 certain activities and interact with the world around them. Disabilities may affect a person's vision,
328 movement, thinking, remembering, learning, communicating, health, mental health, and social
329 relationships.

330 4Culture collects and analyzes aggregated disability data for organizations and individuals they fund,
331 4Culture staff, Board members, grant review panelists, and onsite reviewers. 4Culture uses the data to
332 understand funding disparities and inform grantmaking practices and processes and outreach and
333 engagement strategies.

334 Additionally, serving people with disabilities is one component of the criteria 4Culture uses to determine
335 whether organizations are eligible for an equity investment added to their grant award and for equity
336 points awarded when scoring grant applications.

337 Cultural organizations must provide and report on public benefits to be eligible for 4Culture funding.
338 Among the public benefits cultural organizations can choose to provide and report on are, bringing
339 cultural facilities and programming into compliance with access requirements of the Americans with
340 Disabilities Act, and activities to improve cultural access for people who face barriers to access and are
341 underserved.

342 All grant review panelists undertake anti-bias training that covers the topic of ableism.

343 **J.   Application, Panel, Approval, and Award Process**

344 4Culture will use the agency's established application, panel, approval, and award process for
345 administering Doors Open programs.

346 4Culture accepts applications through 4Culture's online application portal. Applicants can create a
347 profile on the portal to streamline the process for submitting additional applications.

348 4Culture program managers first review all applications to ensure eligibility. Program managers then
349 facilitate panels of peer reviewers, which change for each award cycle. Peer review panelists review and
350 rate applications. Panelists are not required to come to consensus, but to provide their own unique
351 perspectives. Panelist scores are aggregated to create a final score for each application. Panels will

352 recommend a final slate of projects and funding, which then progresses to the standing Advisory
353 Committee for the cultural discipline relevant to the grant pool (Arts, Heritage. And Preservation).

354 For each grant program, the Advisory Committees receive a presentation on the application process,
355 applicant pool, panel process, and recommendations for the award slate. The Advisory Committees
356 have a chance to review the recommendations and ask questions. The Advisory Committees then vote
357 to move the award recommendations as presented or with modifications on to the 4Culture Board for
358 final review and approval. Applicants are notified of their awards after the Board gives final approval for
359 funding. Peer review panels and Advisory Committee's consist of working professionals in the fields
360 4Culture funds, and who represent all parts of King County, sizes of organizations, and different points
361 of view. 4Culture's mission, vision, and values direct that that composition of peer review panels and
362 advisory committees include consideration of representation of historically underrepresented and
363 underserved populations, including racial and ethnic minorities and people with disabilities.

364 ## Continuous Improvement of the Application Process

365 4Culture commits to continuous improvement of the grant application process throughout
366 implementation of Doors Open. It is 4Culture's practice to do post-panel exit surveys with applicants
367 and solicit feedback from program staff. The feedback is used to make program or application
368 improvements. 4Culture also applies feedback collected from grantees at the invoicing stage.

369 ## K. Contract and Payment Process

370 4Culture will use the following established contract and payment process for all Doors Open programs.

371 Once the 4Culture Board provides final approval for funding recommendations, 4Culture Program
372 Managers will work with each applicant to develop a Scope of Services and a Public Benefit agreement
373 for the grant contract that will be signed by both the grant recipient and 4Culture. For ease of
374 administration, 4Culture will use a contract template. 4Culture will structure multi-year contracts to
375 provide for annual adjustments of contract payments based on the federal Bureau of Labor Statistics
376 Consumer Price Index for all Urban Consumers for the Seattle area (CPI-U-Seattle).

377 Once the contract has been signed by both parties, invoices may be made to request reimbursement for
378 qualifying expenses. When cultural organizations develop a Scope of Services, they can include a plan
379 for a payment schedule that reflects the eligible expenses incurred on or after the award date and the
380 organization's timeline for providing public benefits. Cultural organizations can submit invoices for
381 partial or final payments.

382 Due to state law restrictions, 4Culture provides funding on a reimbursement basis, which means
383 4Culture provides funding for completed work, and not future work. The value of the cultural
384 organization's invoice must be equal to, or more than, the expenses related to providing the
385 organization's public benefit.

386 Cultural organizations will be required to submit a set of documents along with each invoice:

387 • A report that demonstrates the cultural organization's public benefit, including for incremental
388   payments
389 • Examples of 4Culture acknowledgement via marketing or publicity materials

390   • Digital images documenting the project activities, including photo credits, permission to publish,
391   and captions.

392   The process typically progresses along the following timeline.

393   *3 months after the grant deadline*

394   • Program staff draft the Scopes of Service and forward to awardees for review and editing. Once
395   this editing/review process is complete, the Scope of Service is entered into 4Culture's CRM.
396   • 4Culture's Finance Team prepares the final contract document and sends it out for electronic
397   signature. Contracts are signed by the recipient, initialed by 4Culture's Controller (after checking
398   all required documents are on file) and signed by the Executive Director.

399   *4-18 months after the grant deadline*

400   • Awardees submit invoices through 4Culture's online portal (either partial or final), and staff
401   review invoices for accuracy and required supporting materials (e.g. report on project activities,
402   invoices/receipts, proof of 4Culture recognition, and photo documentation).
403   • Invoice payments typically happens within 3-5 weeks.
404   • Once final invoices are submitted, the contract is closed out in the CRM and in the accounting
405   department's system.
406   • If awardees don't request reimbursement for the full amount, the program staff will confirm
407   with the awardee that all funds will not be used and notify Accounting that the funds will not be
408   distributed.

409   **L.   Leveraging 4Culture's Strengths**

410   4Culture's long history as public cultural funder means that it has developed relationships with cultural
411   groups and communities throughout the County. For Doors Open, 4Culture will leverage its existing
412   infrastructure – administrative, financial, and social – and strengthen it with the incredible opportunities
413   that this new source of funding will provide.

414   **Established Engagement and Communications Channels**

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

419   4Culture maintains an online list of its current, upcoming, and ongoing funding opportunities. The
420   4Culture website will be updated to include funding opportunities and associated timelines and grant
421   award announcements for the Doors Open program.[16] Additionally, 4Culture will develop a listserv
422   where interested community members may subscribe to electronically receive this information as well
423   as general Doors Open program updates.

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[16] 4Culture. Year At-A-Glance. URL: https://www.4culture.org/grants-artist-calls/year-at-a-glance/. Last
accessed on October 8, 2024.

424   *Equity Priorities for Outreach, Engagement and Communications*

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

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

440   In implementing the Doors Open program, 4Culture will also seek to increase outreach, engagement,
441   and participation to include LGBTQ+, the disability community, youth, and immigrant and refugee
442   populations.

443   *4Culture's Outreach Engagement Strategies*

444   The following sections outline several of the
445   outreach and engagement strategies 4Culture uses
446   in its engagement work and will employ for Doors
447   Open.

448   *Content Focused Strategies*

449   • Listening Sessions
450   • Grant Workshops
451   • General Information Sessions
452   • Website, email, and social media

453   *Visibility Focused Strategies*

454   • Hello 4Culture outreach events
455   • Tabling at community events
456   • Print and online advertising and
457   promotional materials

458   *Language Focused Strategies*

459   • Partner with community organizations and ambassadors for outreach events and workshops
460   • Community-based advertising
461   • Translated materials and subtitled online workshops

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
- Nepantla Cultural Arts Gallery
- El Rey 1360 AM
- Local Services, Unincorporated King County
- Cinco de Mayo, Redmond
- Federal Way Community Festival
- Kenmore Town Square

462   *Geographic Access Focused Strategies*

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

465   *BIPOC Community Focused Strategies*

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

468   ### *Strategies in Action*

469   *Hello 4Culture*

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

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

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

482   *Tabling and Outreach Events*

483   4Culture regularly tables at community events where the cultural sector is the main audience and is
484   expanding to science and technology education events. We also table at community events focused on
485   serving BIPOC and rural communities located in King County.

486   *Email and Social Media*

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

493   ### *Technical Assistance*

494   4Culture uses a variety of methods to make sure that each program's potential applicants have ample
495   opportunities to get their questions answered, such as through the following resources:

496 • Online and in-person grant application workshops (free, drop-in, events held throughout the
497 County); and
498 • Manage Your Grant resource page, a dedicated spot for applicants to track their application and
499 make sure they have everything they need for a successful grant process.
500
501 4Culture' website is accessible for the vision-impaired, including all linked PDF documents. ASL
502 translation services are available on request. 4Culture commits to removing linguistic, cultural, and
503 procedural barriers in applying for Doors Open funding opportunities that organizations commonly face
504 in successfully applying for government funding and will solicit community feedback for continued
505 improvements and incorporate learnings from its broader community outreach and engagement efforts.

506 ## M. Support Network Consulting Roster

507 The increased funding available through Doors Open will greatly impact cultural organizations. While we
508 anticipate most of these impacts being positive, it's possible that within these moments of tremendous
509 organizational growth, change, and evolution, many organizations will face unique challenges and
510 unfamiliar risks. 4Culture plans to provide additional scaffolding and support to help organizations
511 manage the risk and opportunities associated with the potential influx of increased funding. 4Culture
512 will support cultural organizations needing consulting assistance for crisis situations by referring them to
513 the consultant roster and funding some hours of consulting assistance.

514 Cultural organizations will have access to a consultant roster and will receive an allocation of consultant
515 hours based on their eligibility, with the intent that all grantee organizations will have the opportunity to
516 access consultant services through the roster and that organizations are allotted an appropriate number
517 of hours to meet their stated need. Organizations that choose not to use the entirety of their allotted
518 consultant hours will agree to allow those hours to be allotted to other grantees requesting consultant
519 time. Below are the anticipated roster topic areas with topics specific to emergency/crisis needs
520 highlighted.

521 ### Roster Topic Areas

522 • Financial Emergency Planning
523 • Cultural Facilities
524 • Strategic Planning
525 • Organizational Design and Management
526 • Financial Planning and/or Strategy
527 • Human Resources
528 • Interpretive Planning
529 • Leadership and Board Optimization
530 • Board/Board Relations
531 • Communications, Marketing, Branding
532 • Fundraising/Development
533 • DEAI
534 • Legal Services
535 • Accessibility (language, ADA, facilities, mobility)
536
537 4Culture is developing this roster and has tentative launch plans for Q1-Q2 2025, depending on Doors
538 Open Implementation Plan approval.

N. 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.[17]
- 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

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[17] "Title I public schools" refers to Part A (Title I) of the Elementary and Secondary Education Act, as amended by the Every Student Succeeds Act (ESEA), which provides supplemental financial assistance to school districts for children from low-income families.

| 579 | underserved communities, delivering programming at additional venues in communities, and |
| 580 | other items. |

- 581 Misinformation has damaged the public's understanding of science. Rebuilding the public's
- 582 trust in and understanding of science is a challenge.
- 583 There is an ongoing shortage of qualified educators in science and technology. The increase in
- 584 the cost of living in King County has made staffing science and technology focused organizations
- 585 more difficult.
- 586 Transportation costs associated with travel to organizations' venues can be a barrier to
- 587 participation in programming.

588 **Science and Technology Grants**

589 Science and technology grants will fund cultural organizations whose mission statement includes an
590 explicit focus on science or technology. Organizations with a primary purpose of advancing and
591 preserving zoology (such as a zoo or an aquarium) must be accredited by the Association of Zoos and
592 Aquariums or supporting an organization accredited by the Association of Zoos and Aquariums.
593
594 Science and technology grants do not support the following activities:

- 595 The conduct of primary research not directly providing experiences to the general public
- 596 Medical and public health practice, including but not limited to medical treatment, medical or
- 597 nutritional advice, or medical instruction.
- 598 Pseudoscience, defined for this purpose as any system of beliefs or concepts that exhibits
- 599 characteristics, including but not limited to, the ability to be proven untrue or falsifiable by
- 600 observable facts, lacking a research framework that tests and revises ideas based on observable
- 601 facts, and/or has been demonstrated to be false by observable facts.

602
603 Doors Open is a new opportunity for 4Culture to fund cultural organizations in direct support of their
604 science and technology programming. To ensure adequate resources are dedicated to this task,
605 4Culture established a Science and Technology Department, beginning with hiring a Science and
606 Technology Director. The director will recruit a Science and Technology Program Manager as well as a
607 Science and Technology Support Specialist. The department director is also charged with helping lead
608 outreach to potential applicants. That outreach and engagement will include:

- 609 Continued meetings of the Science & Technology Group through the early summer of 2024
- 610 Recruiting and developing a formal advisory committee by the fall of 2024
- 611 Convening a gathering of science and technology groups in the second half of 2024
- 612 Conducting a landscape survey and analysis of the field in the winter/spring of 2024.

613 # 3. Doors Open and Implementation Plan Community
614 Engagement

615 4Culture aims to maintain our trust, confidence, and credibility with the cultural community in
616 distributing Doors Open revenue, as we have done over several decades with Lodging Tax and 1% for
617 the Art supported programs. We are a public funder with community-focused goals and outcomes.

618 Because the cultural sector has a history of underinvestment and many organizations are in challenging
619 economic circumstances, 4Culture provides regular and consistent proactive updates to all stakeholder
620 groups and will do so throughout implementation and roll out of programs. 4Culture also provides a

621 strong set of resources and information available online to make it easy for stakeholders to find the
622 information they need.

623 To know more about the depth and breadth of 4Culture's regular slate of communications, outreach,
624 and engagement strategies, please see Established Engagement and Communications Channels.
625 4Culture will employ these strategies in its administration of Doors Open.

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

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

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

633

634

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

635

Program Summary

636

637 Doors Open Facilities grants will provide funding for building, remodeling, and buying specialized space
638 that houses and facilitates cultural work in King County. The fund prioritizes projects that can begin
639 construction or acquisition within two years of being awarded funds (by December 31, 2026).

640 This grant builds from the funding and strategies established by 4Culture and King County's **Building for**
641 **Equity initiative.** The Doors Open capital grant program will support cultural building projects and
642 create a pathway to racial equity in cultural facilities funding. To help achieve this goal, applicants must
643 show an ongoing commitment to racial equity and equitable development, and applicants with project
644 budgets over $10M will be required to meet a Cultural Space Contribution Requirement, where they
645 provide space or technical assistance as part of their public benefit.

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

649 - Projects under $250,000: Applicants may request up to 100% of total project costs.
650 - Projects between $250,000 and $1,000,000: Applicants may request up to 100% of project costs
651   for first $250,000 and 50% of project costs between $250,001 and $1,000,000
652 - Projects between $1,000,001 and $10,000,000: Applicants may request up to 100% of project
653   costs for first $250,000, 50% of project costs between $250,001 and $1,000,000, and 15% of
654   project costs between $1.000,001 and $10,000,000.
655 - Projects greater than $10,000,000: Applicants may request up to 100% of project costs for first
656    $250,000, 50% of project costs between $250,001 and $1,000,000, 15% of project costs
657   between $1.000,001 and $10,000,000, and 5% of project costs over $10,000,001. . The
658   maximum request for this pool is $2,500,000

659

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

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

Program Allocations

668 An estimated total of $24.1M will be available for the Doors Open Facilities Grant, to be awarded to
669 organizations applying within different project sizes. Based on previous facility grant cycles, 4Culture
670 anticipates between 175 to 225 total applications for facility funding and will aim to fund the top scoring
671 10%-20% in each project size category.

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

Program Criteria

678 Doors Open one time capital grant criteria established by Ordinance 19710 include Quality; Feasibility;
679 Project Impact, Public Benefit; and Equity. 4Culture also included Qualifications and Economic Impact as
680 grant criteria.

Application, Panel, and Award Process

682 The application process will be as described in the Application, Panel, Award, and Approval Process
683 section. Applications will be available for a minimum of five weeks, allowing applicants as long as
684 possible to gather the information required.

685 4Culture staff will do their best to answer questions and help Doors Open Facilities applicants in
686 advance. We anticipate hundreds of applications for this program and encourage applicants to prepare
687 early to meet the deadline and take advantage of the support staff can provide.

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

696 Each Project size category will have a panel, consisting of five members, with the Council and Executive
697 each appointing one member to each panel, to review those applications. Panelists will have
698 approximately three weeks to conduct their reviews.

699 Panel sessions will be held over a 1-to-3-day period, depending on the quantity of applications received.
700 During this period, each panel will talk about the proposals and recommend funding for selected
701 proposals to 4Culture's Advisory Committees and Board based on the criteria outlined above.

702 ## B. One-Time Operating Support Program

703 ### Program Summary

704 The 2024 one-time operating program provides operating and programmatic dollars to meet the day-to-
705 day needs of cultural organizations. Funding is intended to provide programs and services for public
706 benefit. Awards are provided as operating support consistent with the requirements of Ordinance
707 19710, and unrestricted to specific purposes allowing cultural organizations to deploy resources to their
708 most emergent operating needs or where they will be most impactful for the delivery of the
709 organization's mission. Grant awardees are required to provide proof of the public benefits of cultural
710 programming produced. Ineligible program expenses, such as capital expenses and major equipment,
711 are identified in the grant contract.

712 ### Program Allocations

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

715 • Heritage – approximately 90 applicants
716 • Historic Preservation – approximately 30 applicants
717 • Arts - approximately 500 applicants
718 • Science and technology - approximately 80 applicants
719
720 Award amounts will be determined based on a combination of:

721 • Budget size
722 • Average score, as determined by the panel
723 • an Advancing Equity Bonus, for those cultural organizations who are focusing on vulnerable
724   communities, especially those that are disproportionately impacted by structural racism
725 • Eligibility for Geographic Inclusion Bonus (inclusive of both Outside Seattle and COO status)
726
727 A minimum of 25% of this Operating Support program will be allocated to cultural organizations with a
728 primary location outside the City of Seattle; and a minimum of 10% will be allocated to cultural
729 organizations with a primary location is within a 2020 US Census tract area with a Community of
730 Opportunity index percentile of 60% or greater or provide services to vulnerable populations as defined
731 in Ordinance 19710.

Program Criteria

732

733 Ordinance 19710 requires that proposals be evaluated based on the contributing to the organization's
734 stability, public benefit, equity, and artistic substance. 4Culture also added program economic impact as
735 a criterion.

736 **Application Prompts**
737 The application has been developed with an eye toward balancing the need to provide enough
738 information to the panel to make an informed recommendation about funding, while keeping barriers
739 low and the process accessible for cultural organizations which may not have a professionalized grant
740 writing team.
741
742 4Culture staff will do their best to help applicants. We anticipate applications in the hundreds for this
743 program and will encourage applicants to prepare early to meet the deadline and take advantage of the
744 support staff can provide.

745 Applicants will also be asked to provide the following information:
746 • Organization description
747 • Description of community served
748 • Programming description
749 • Description of organization governance or decision-making practices
750 • Description of public benefit

751 **Application, Panel, and Award Process**

752 Like the applications for the one time capital grant program, applications for the onetime operating
753 support program will be available for a minimum of five weeks, allowing applicants as long as possible to
754 gather the information required. The application process will be as described in the Application, Panel,
755 Award, and Approval Process section.

756 Each of the discipline areas[18] will have at least one panel and up to four panels, depending on the
757 number of applications received.   Like the panels convened for the one time capital grant program,
758 each panel will have five members, with one member appointed by the Council and one member
759 appointed by the Executive. Each panel will consist of working professionals in the fields, who represent
760 all parts of King County, sizes of organizations, and different points of view.

761 **C. Engagement and Communications Strategy for 2024 Doors Open One Time Grant**
762 **Programs**

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

767 Most of 4Culture's capital grant programs are long-standing, and our existing communication strategies
768 employ a racial equity lens to target outreach to underserved communities to encourage them to apply
769 for funding. For more detail on how we'll leverage existing communication channels, see Established

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[18] heritage (excluding historic preservation), arts, science, and historic preservation.

770 Engagement and Communications Channels. A special focus will be on reaching and engaging Science
771 and Technology cultural organizations that are newly eligible for Cultural Facilities programs. For more
772 detail on these outreach strategies, see Special Focus on Science and Technology Outreach.

773 **Technical Assistance Workshops**

774 4Culture will offer a series of virtual workshops open to all potential applicants, to provide information
775 on program guidelines, the application process and answer questions, discuss project details, and review
776 draft applications.

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

5. Doors Open 2025-2031

780 **A. Sustained Support**

781 **Program and Allocation Summary**

782 The Doors Open operating support program, which
783 4Culture will call "Sustained Support," provides
784 three year grants to meet the ongoing needs of
785 cultural organizations. These awards provide funds
786 unrestricted to a specific purpose[19] to cultural
787 organizations that have a track record of delivering
788 programs and services for the benefit of the public.
789 With funds for basic annual expenses such as rent,
790 utilities, and payroll, organizations can deploy
791 resources to their most emergent needs.

792 4Culture offers Sustained Support in each of the
793 four funding program areas: heritage, arts, science,
794 and historical preservation (also referred to as the four disciplines). Applicants must choose one of the
795 four areas which best fits their mission and programs.

796 Applicants must have a minimum two-year operating history for Heritage and Historical Preservation
797 Sustained Support; they must have a minimum three-year operating history for Arts Sustained Support.

> **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

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[19] Funds must be used consistent with the requirements of Ordinance 19710.

798   **Program Criteria**

799   *Heritage*

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

803   *Historic Preservation*

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

807   *Arts*

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

811   *Science and Technology*

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

816   **Application, Panel, and Award Process**

817   The application process will be as described in the Application, Panel, Award, and Approval Process
818   section. Award amounts have three components:

819   • A base award determined by the recipient cultural organization's budget size.
820   • A possible additional award based on overall panel score.
821   • A possible Geographic Investment based on geographic location and/or an Equity investment
822   based on organization's score on the Equity criterion.
823
824   If a cultural organization is selected for funding, the Program Manager will work with the cultural
825   organization to create a grant contract outlining a Scope of Services and Public Benefit for each
826   consecutive year. Cultural organizations that receive Sustained Support funding are typically paid
827   annually upon completion of one or more of the Public Benefit activities described in their grant
828   contract.

829   4Culture plans to announce awards prior to the end of July 2025 and will provide an on-ramp to new
830   applicants for the duration of the cycle every fall (tentatively September). These are target timelines and
831   4Culture will have flexibility to adjust them to respond to unforeseen circumstances.

832

Engagement and Communications Plan

4Culture's existing Sustained Support 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 cultural 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

To receive reimbursement, all Sustained Support recipients provide documentation on the public benefits provided, as detailed in the Doors Open Public Benefit Reporting Framework section. This reporting metric is collected by 4Culture for annual reporting and is evidence of the General Public Benefit and Equity and Geographic Inclusion Benefit requirements.

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 heritage and historic preservation 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. [20] A 2019 study found that elementary students who received increased access to

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[20] James Catterall, 2012.

869 education programs from cultural organizations
870 and teaching artists had decreased disciplinary
871 rates, improved their writing achievement, and
872 that students' compassion for others increased. [21]

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

878 • All King County public school students can
879   access engaging and enriching experiences
880   that positively impact their wellbeing,
881   performance in school, and overall growth
882   and development.
883 • Prioritization of increased access to
884   cultural experiences and activities for
885   students from communities that have been
886   disproportionately impacted by racism and
887   other systems of oppression.
888 • Prioritization of e increased access to
889   students in schools that are located
890   outside of established cultural centers.
891 • Commitment of outreach and engagement
892   of community cultural organizations that are led by and staffed by people from communities
893   that have been disproportionately impacted by racism and other systems of oppression.
894 • Prioritization of cultural organizations that are located outside of established cultural centers.
895 • Commitment to build and improve relationships between public schools and cultural
896   organizations throughout King County.
897 • Collect data to improve both the quantity and quality of cultural education programs provided
898   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 through partnership between cultural organizations and the schools

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

899 **Goals and Priorities for the Cultural Education Programs Roster**

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

902 **Roster Goals**:

903 • Enable teachers and other school staff to find science, arts, heritage, and historic preservation
904   education programs that align with their classroom and school learning goals.
905 • Enable teachers and other school staff to find science, arts, heritage , and historic preservation
906   education programs from cultural organizations that reflect their school communities.
907 • Provide information and support to teachers and other school staff that reduces their barriers to
908   initiating, planning, and implementing cultural field trips and partnerships.
909 • Provide information and support to cultural organizations that reduce their barriers to engaging
910   with public schools.

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[21] Daniel H. Bowen, 2019.

911 • Provide a basis for establishing sustained relationships between schools and cultural
912   organizations for the benefit of students.

913 **Roster Priorities:**

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

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

925 The process for data collection to populate the roster of cultural organizations to partner with schools,
926 which will include the following steps:

927 1. Outreach to cultural organizations to submit entries for the roster
928   a. 4Culture will put out a call for submissions using 4Culture's cultural organizations list
929   and lists of current partners provided by schools and districts during school stakeholder
930   engagement
931   b. Cultural organizations will fill out an automated form to establish eligibility. If they are
932   found eligible, they will proceed to a submission form where they input data to
933   populate the roster. (see #3)
934 2. Cultural organization school partner eligibility
935   a. Meet all cultural organizational structural requirements for Doors Open
936   b. Align with at least one of the discipline definitions
937   c. Provide a minimum of one Public Benefit
938   d. Provide a minimum of one Equity Inclusion Public Benefit and/or a minimum of one
939   Geographic Inclusion Public Benefit
940   e. Must agree to meet all the partnership requirements of the district with which the
941   program is occurring. Examples of district requirements may include staff background
942   checks and required liability insurance.
943 3. Roster Data Collection
944   a. Eligible cultural organizations will provide organization and program information
945   through an online portal on the 4Culture website.
946   b. Prior to the initial launch of the roster, cultural organizations will have a minimum of
947   five weeks to complete their data to allow sufficient time to gather required
948   information. During this time, technical assistance will be available on the website,
949   through on-line webinars, and through email and phone support from 4Culture staff.
950   c. Organization and program information for the roster will include [Note that additional
951   fields may be added based on continuing stakeholder engagement with teachers and
952   district staff.]:
953   i. Cultural organization name,
954   ii. Discipline: Science, Arts, Heritage, Historical Preservation
955   iii. Sub-discipline, e.g. Biology, Engineering, Dance, Music, History,

956		iv.	List of school districts and tribal schools that they serve,
957		v.	Grade levels they serve,
958		vi.	Program name (cultural organizations will be able to list multiple programs as
959			needed),
960		vii.	Program type (field trip, in-school single performance/event, in-school
961			residency),
962		viii.	Program description,
963		ix.	Alignment to state curriculum standards, if applicable,
964		x.	Student time needed for program,
965		xi.	Educator planning time needed for program,
966		xii.	Number of students program can accommodate,
967		xiii.	Languages available for learning experiences,
968		xiv.	Experience with special education students,
969		xv.	Accessibility features available for program, e.g. ASL interpretation,
970			wheelchair accessibility, assistive technology,
971		xvi.	Race/ethnicity/accessibility information about program staff,
972		xvii.	Estimated cost of program (for 4Culture, not visible to schools)
973		xviii.	Cultural organization's contact information
974		xix.	Link to program registration
975		xx.	Downloaded program information, e.g. photos, videos, case studies, lesson
976			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. Just as

1002 in the establishment of the roster, 4Culture will work to provide support to educators and cultural
1003 organizations to reduce barriers to accessing the benefits of the program. 4Culture's recently hired
1004 Cultural Education Program Manager will be a resource for matchmaking between educators and
1005 cultural organizations and for technical assistance in developing partnership agreements and
1006 Memoranda of Understanding.

1007 *Priorities*

1008 The cultural education programs funding structure is designed to ensure that:
1009 • Schools and cultural organizations clearly communicate and develop shared learning goals and a
1010 program plan to ensure that students' learning needs are met.
1011 • 4Culture gathers relevant data to improve processes for schools and cultural organizations over
1012 time and to study the impact of increasing cultural education access on students and
1013 communities.

1014 *Process*

1015 1. Once a teacher or other school staff contacts a cultural organization to initiate a partnership, the
1016 organization and the teacher will complete a brief online memorandum of understanding (MOU).
1017 Technical assistance from 4Culture is available to both find relevant cultural organizations and
1018 complete the MOU. The MOU form will be accessible from the 4Culture website. The MOU will
1019 gather data that will be used in the grant application such as the type of learning experience, the
1020 school, and how many students will be served. The MOU must be signed by a representative from
1021 the cultural organization, the public-school educator, and a school administrator (principal or
1022 assistant principal), or school district representative.
1023 2. After an MOU is signed, the cultural organization will apply via an online portal to 4Culture for a
1024 grant.
1025 3. To be responsive to school scheduling needs, 4Culture will design a panel review process with timing
1026 that ensures responsiveness and flexibility. Feedback from the cultural organizations and school
1027 stakeholders will inform the design.
1028 4. Upon completion of the MOU scope of work, a brief survey will automatically be sent to the teacher
1029 and the cultural organization r to confirm that the partnership occurred and gather feedback for
1030 partnership and process improvements.
1031 5. The cultural organization will submit an invoice for reimbursement of the cost of the program.

1032 **Goals and Priorities for Funding Public School Transportation**

1033 In accordance with RCW 82.14.525, school districts with at least 40% of the student population eligible
1034 for federal free and reduced-price school meals (FRL) will have access to transportation funding to
1035 attend programs and activities. Because transportation costs have been identified as a barrier for
1036 schools to student access to field trips, 4Culture's priority is that all schools with 40% FRL or higher are
1037 eligible for transportation funds, regardless of their district, receive free transportation for cultural
1038 education field trips.

1039 • All school districts with 40% or more FRL rates have access to transportation funds. This applies
1040 to 189 schools in 8 districts (Auburn, Federal Way, Highline, Kent, Muckleshoot Tribal School,
1041 Renton, Skykomish, Tukwila)
1042 • If there are sufficient funds, we will include all schools with 40% or more FRL rates to have
1043 access to transportation funds, even if the district in which the school is located does not have

1044	an overall district rate of 40% or more FRL. This applies to 68 schools in 8 additional districts.
1045	The school districts and school count in each district are: – Bellevue (6), Enumclaw (1), Issaquah
1046	(2), Lake Washington (1), Northshore (2), Seattle (46), Shoreline (4), and Vashon (1).

1047 • If there are sufficient funds, we will include all schools in all districts that face significantly higher
1048   transportation costs due to distance from cultural centers.

1049 • Process for reserving bus transportation is clear and streamlined for teachers.

1050 • Process for receiving payment for transportation by district or bus company is clear and reliable.

1051 *Process for Delivery of Transportation Funds*

1052 The 19 King County school districts use a variety of transportation models. Some districts own and
1053 operate their own fleet of busses, while others contract with a bussing company. Through stakeholder
1054 engagement with district transportation leaders, 4Culture will design a system so that teachers in each
1055 district can request bus transportation in the method that is appropriate for their district and the district
1056 or bus company can invoice 4Culture for the cost. 4Culture's Finance and Legal teams will also be
1057 engaged in the design of the delivery process.

1058 **Tentative Program Timeline, 2024-2025**

May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
School stakeholder engagement; refine roster + transportation design									
	Cultural organizations stakeholder engagement								
		Website + roster design requirements complete	Website + roster built						
					- Beta test website w/ school staff + cultural organizations - Hire Public Schools Cultural Access Program Manager	Cultural 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 organization space

1059 **Engagement and Communications Plan**

1060 4Culture's communication strategy includes a stakeholder engagement component for the 2024
1061 planning year and a communications plan component for the 2025 launch of the Doors Open Public
1062 Schools Cultural Access Program.

1063 *2024 Stakeholder Engagement for Public Schools Cultural Access Program Design*

1064 The goals of Public Schools Program stakeholder engagement approach are to:

1065 • Understand the current barriers across the districts to school and district partnerships with
1066   science, arts, heritage, and historic preservation organizations.

1067   •   Identify what has worked well to inform required functions for the roster and the funding
1068   partnership mechanism.
1069   •   Identify the information schools need in a roster to serve their curricular needs as well as the
1070   needs of their specific populations of students, including information about races/ethnicities of
1071   staff, languages spoken, accessibility, experience with special education students, and
1072   geographies served.
1073   •   Identify the barriers that cultural organizations have in forming and maintaining partnerships
1074   with schools and how Doors Open's design could help mitigate those barriers to strengthen
1075   public education partnerships.
1076   •   Identify the information that science, arts, heritage, and historic preservation organizations
1077   need about schools and what tools they may need to access that information.

1078 *Stakeholders and engagement methods:*

1079   •   District Superintendents
1080   o   Goals: To build their understanding of Doors Open and 4Culture and to obtain their
1081   support in engaging with other district staff
1082   o   Methods: Utilize Puget Sound Educational Services District as an existing touchpoint.
1083   •   District Curriculum Managers and Teachers on Assignment for science, visual and performing
1084   arts, social studies (including ethnic studies and Native American studies) language arts, Career
1085   and Technical Education.
1086   o   Goal: Understand what information school staff needs related to content and curriculum
1087   to make a partnership choice.
1088   o   Methods: Online focus groups, by content area or geography
1089   •   School and Community Partnerships and Engagement Managers
1090   o   Goals: Identify barriers to partnership and what schools and educators need to
1091   encourage partnership at a systems level. Identify existing partnerships with science,
1092   arts, and heritage organizations.
1093   o   Methods: 1-1 conversations, on-line focus group
1094   •   Teachers and other school staff who make partnership decisions
1095   o   Goals: Identify barriers and needs. Identify existing successful partnership models. Beta
1096   testing for website and on-line roster.
1097   o   Methods: On-line focus groups with stipends provided for work outside of the school
1098   day. May be grouped elementary/secondary, geography, content areas.
1099   •   Transportation Managers
1100   o   Goals: Understand the cost and process for funding school transportation to cultural
1101   partner facilities.
1102   o   Methods: 1-1 interviews
1103   •   Science, Arts, Heritage, Historic Preservation Education Cultural Organizations:
1104   o   Goals: Gather functionality needed for roster and funding mechanism from a partner
1105   perspective.
1106   o   Method: Focus groups with a variety of types, organization sizes, and locations.

1107 **2025 Public Schools Cultural Access Launch**

1108 There will be three main strands of communication: district and school staff, cultural organizations and
1109 the King County general public.

1110   *Communications with Districts and Schools*

1111   *Goal*: Inform district and school staff about the program and give them a consistent easy way to access
1112   the roster

1113   *Message*: Partnering with King County science, arts, and heritage community organizations will increase
1114   student engagement, expand the breadth and depth of student learning, and bridge cultural gaps.
1115   Through Doors Open, there are hundreds of no-cost programs with King County science, arts, and
1116   heritage community organizations and free field trip transportation is available to many schools.

1117   *Strategies:* Work with school district communications departments to add persistent links on district and
1118   school staff web pages. District staff eNews, emails via curriculum managers. In-person launch event at a
1119   cultural partner space.

1120   *Communications with Cultural Organization about Public School Cultural Access Program*

1121   *Goal:* Inform science, arts, heritage, and historic preservation cultural organizations about the funding
1122   and roster opportunities.

1123   *Message:* More than $10M is available annually to provide free science, arts and heritage education
1124   programs to King County public school and tribal school students. This is an opportunity to sustain,
1125   deepen and extend cultural education to students across the county.

1126   *Strategy:* Email outreach through 4Culture's existing cultural organizations list augmented by
1127   organizations that schools report already partnering with. Webinars and technical assistance by 4Culture
1128   staff to provide information and answer questions.

1129   *Communications with Public*

1130   *Goal:* Raise awareness of Doors Open Public Schools Cultural Access Program in the general public,
1131   especially those connected to public education (students, families, school staff)

1132   *Message:* Partnering with King County science, arts, and heritage community organizations will increase
1133   student engagement, expand the breadth and depth of student learning, and bridge cultural gaps.
1134   Through Doors Open, there are hundreds of no-cost programs with King County science, arts, and
1135   heritage community organizations and free field trip transportation is available to many schools.

1136   *Strategy:* Media campaign that includes an in-person event for school leaders, educators, students,
1137   families, cultural organizations and media to raise public and educator awareness of the program.

1138   *Table of role descriptions: school districts, cultural orgs, 4Culture*

School Districts	• Inform program design [transportation managers, curriculum managers] • Support communication about program to school staff [communication managers]
School Teachers	• Inform program design through focus groups and beta testing, pre- and post-launch • Utilize cultural organization roster to arrange programs for students

	• Collaborate with cultural organization to plan programs and complete no-cost partnership agreement (or MOU) • Implement cultural learning programs with partnering cultural organization • Complete brief post-partnership survey
Cultural Organization Education Programs	• 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	• Conduct stakeholder engagement with staff from schools and cultural organizations to inform program design. • Design, implement and maintain website, roster, funding mechanisms for transportation and cultural organizations. • Create conditions to foster positive, long-term relationships between schools and cultural organizations.

1139 **Public Benefit Reporting for Public Schools Cultural Access Program**

1140 Doors Open Public School Cultural Access Program grant recipients are required to meet at least one
1141 general Public Benefit requirement and one Equity or Geographic Inclusion Benefit requirement. Of
1142 these, the most relevant to the Public Schools Cultural Access Program are:

1143 • Providing cultural educational programs and experiences at a cultural organization's own
1144 facilities or in schools or other cultural facilities or venues; (GENERAL PUBLIC BENEFIT)
1145 • Providing arts, science, heritage, and historic preservation career building opportunities for
1146 youth through internships and apprenticeships or other means; (GENERAL PUBLIC BENEFIT)
1147 • Providing free access to curriculum-related arts, science, heritage and historic preservation
1148 programs for public school students throughout the county at school and at cultural sites with
1149 emphasis on underserved students; (EQUITY INCLUSION BENEFIT)
1150 • Providing cultural programming to communities outside the city in which a cultural organization
1151 is primarily located, either directly or in partnership with other cultural organizations, or public
1152 schools, or through other means. (GEOGRAPHIC INCLUSION BENEFIT)
1153

1154 Data on Public Benefits will be collected through the MOU that the cultural organizations and schools
1155 complete to receive funding. Public Benefits data will include data that illustrates the immediate
1156 benefits of programs to King County public school students and staff as well as benefits for the cultural
1157 organizations. 4Culture will also gather data to show the longer-term benefits of engaging in learning
1158 through community partnerships with cultural organizations to King County students and communities.

1159 *Metrics related to benefits to public school students include:*

1160 • Number of students participating in programs by program type, category, discipline
1161 • Number of students participating in programs by school FRL rate (EQUITY INCLUSION BENEFIT)
1162 • Number of students participating in programs by county council district, zip code, school district
1163 (GEOGRAPHIC INCLUSION BENEFIT)
1164 • Application and award levels to cultural organizations for education programs by school, school
1165 district, schools where at least 40% of students are eligible for the Free and Reduced Lunch
1166 program (FRL)

1167 *Metrics related to benefits to public schools and staff include:*

1168 • Number of schools, classes participating in programs by program type, category, discipline
1169 • Number of schools, classes participating in programs by school FRL rate (EQUITY INCLUSION
1170 BENEFIT)
1171 • Number of schools, classes participating in programs by county council district, zip code, school
1172 district (GEOGRAPHIC INCLUSION BENEFIT)
1173 • Number of busses and amounts paid to school districts for transportation by district, school,
1174 county council district
1175 • Number of professional development programs by school, district, cultural category, discipline
1176 • Number of teachers participating in professional development by school, district, cultural
1177 category, discipline

1178 *Metrics related to benefits to cultural organizations include:*

1179 • Application and award levels to cultural organizations by program type, category, discipline
1180 • Application and award levels to cultural organizations by organization size, demographics of
1181 leaders, staff (EQUITY INCLUSION BENEFIT)
1182 • Application and award levels to cultural organizations by county council district, zip code, school
1183 district, school (GEOGRAPHIC INCLUSION BENEFIT)

1184 *Metrics to understand Doors Open's impact and to inform improvements to the Doors Open the Public*
1185 *School Cultural Access Program include:*

1186 • Number of cultural organizations that are listed on the roster by category (science, arts, heritage
1187 and historic preservation) and discipline (e.g. zoology, computer science, music, theatre)
1188 • Number of educational programs listed by type (field trip, in school), category, discipline,
1189 • Traffic to roster
1190
1191 Additional metrics to grow understanding of the impact of programs on students will be added after
1192 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, 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.

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

Program Criteria

Grants may be used to support free and reduced cost attendance at arts, heritage, historic 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 where 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 Sustained Support grant recipients, if they meet all other program eligibility requirements. The Sustained 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 King County's underserved communities.

1231 Public Free Access grants for the current year are based on the free and reduced cost attendance
1232 provided in the previous calendar year that meets the program criteria and guidelines.

1233 In addition, applicants, located outside Seattle, located in, and primarily serving a King County
1234 Community of Opportunity, with the smallest operating budgets, and/or other indicators correlated with
1235 a limited access to funding, receive an equity investment increasing the grant amount over and above
1236 what would have been awarded otherwise. The increased grant amount for equity can only be used to
1237 support free and reduced cost programing.

1238 **Public Benefit Reporting**

1239 To receive reimbursement, all Public Free Access recipients provide documentation on the number of
1240 free and/or reduced cost attendance provided. This reporting metric is collected by 4Culture for annual
1241 reporting and is evidence of the General Public Benefit and Equity and Geographic Inclusion Benefit
1242 requirements.

1243 **D. Building for Equity**

1244 **Program and Allocation Summary**

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 • Foster equitable development throughout all corners of King County
Key Reporting Metric: Number and type of projects funded over time by district and zip code

1245 The Doors Open allocation for Building for Equity
1246 encompasses 4Culture's facilities, facility-focused
1247 capacity building, and other capital grant
1248 programs. 4Culture's current Building for Equity
1249 initiative was built to center communities that have
1250 historically faced barriers to purchasing and
1251 stewarding cultural space, and provides a
1252 combination of funding, tailored support, and
1253 strategic partnerships.

1254 Through Building for Equity, 4Culture's priority is to
1255 act as a "first-in" funder for capital facility projects.
1256 By providing funding for new projects, 4Culture is
1257 able to play a unique role in catalyzing
1258 development of cultural infrastructure, enabling
1259 projects to move from conception to reality, and
1260 helping cultural organizations leverage additional
1261 resources. Many cultural sector funders focus on close-out or "cross-the-line" investments, so by serving
1262 as a "first-in" funder, 4Culture is fulfilling a gap in cultural funding. Additionally, because the Building for
1263 Equity program has an annual application cycle, once a project has gotten off the ground, a grantee can
1264 continue applying year after year until project completion.

1265 Doors Open will enable 4Culture's existing Building for Equity funding programs to grow. A new program
1266 will be initiated, focusing on facilities that serve Native communities and share Native cultures.

1267 The Doors Open Building for Equity allocation will also bring additional resources and a renewed focus
1268 on equitable funding strategies in 4Culture's Equipment, Landmarks Capital, and Emergency/Unforeseen
1269 Capital programs.

1270   Building for Equity includes the following programs.

1271   **Building for Equity: Facilities** provides funding for building, remodeling, and buying specialized space
1272   that houses and facilitates cultural work in King County. Cultural Facilities grants are available to eligible
1273   King County-based nonprofit cultural organizations with a demonstrated long-term control of physical
1274   site. Two specialized programs beneath this include:

1275   **Anchoring Community** for facility projects with budgets larger than $10 million, and

1276   **Native Cultural Facilities** supports projects including land acquisition, renovations, and new
1277   construction that advances the preservation, expression, and vitality of Native culture.

1278   **Building for Equity: Program Development** (formerly called Capacity Building) invests in a cultural
1279   organization's development, allowing them to secure their long-term facility needs. These grants may
1280   fund a wide range of activities that increase a cultural organization's capability to advocate and plan for,
1281   fundraise for, lease, acquire, repair, remodel, and/or construct space suitable for their programming in a
1282   sustainable, long-term manner.

1283   **Equipment** funds the purchase and installation of equipment that can be considered as fixed assets,
1284   including computer hardware.

1285   **Landmarks Capital** funds rehabilitation of designated historic landmark properties in King County that
1286   are owned and/or stewarded by eligible Doors Open cultural organizations.

1287   **Emergency/Unforeseen grants** meet a wide variety of unexpected facility needs for cultural
1288   organizations, and our funds are only available for actual costs incurred to repair or renovate cultural
1289   spaces.

1290   **Program Criteria**

1291   **Building for Equity: Facilities** criteria for facility projects with budgets of $10 million and under include
1292   Quality and Qualifications, Feasibility, Project Impact, and Public Benefit, Economic Impact, and
1293   Advancing Equity. Funding levels will be determined during the funding process based on revenue
1294   availability and applicant need.

1295   **Building for Equity: Anchoring Community** criteria for facility projects with budgets larger than $10
1296   million include Quality and Qualifications, Feasibility, Project Impact and Public Benefit, Economic
1297   Impact, and Advancing Equity. An additional eligibility requirement is a demonstrated commitment to
1298   Equity in Development and Construction Practices. Funding levels will be determined during the funding
1299   process based on revenue availability and applicant need.

1300   **Building for Equity: Project Development** criteria include Quality and Qualifications, Feasibility, Impact
1301   and Economic Impact, and Advancing Equity. An additional eligibility requirement for Capacity Building
1302   applicants is being located in a Community of Opportunity or outside of Seattle; or the organization's
1303   primary mission or programs must support historically marginalized communities.

1304   **Equipment** criteria include Quality, Feasibility, Project Impact, Economic Impact, and Advancing Equity.

1305   **Native Cultural Facilities** funding criteria are currently under development. A Native Cultural Facilities
1306   Advisory Council is working with 4Culture staff to refine funding criteria. The Advisory Council is a group
1307   of five community-based professionals with deep ties or personal experience with the Native
1308   community, experience in community-based projects, equitable funding platforms or grant-making

1309 program development, neighborhood, community, and/or facility project development, and cultural
1310 organizations.

1311 **Landmarks Capital** criteria include Quality, Feasibility, Public Benefit, Economic Impact, Advancing
1312 Equity, and Program Priorities. The Program Priorities criterion allows the Landmarks Capital program to
1313 adapt to time-sensitive needs and specific gaps in funding for historic preservation. Additionally, the
1314 project must focus on the rehabilitation of a designated landmark property.

1315 **Emergency/Unforeseen** criteria include Quality, Feasibility, and Project Impact and Public Benefit.
1316 Additionally, projects must meet eligibility criteria as follows:

1317 Emergency:
1318 • A pressing situation that would cause a facility or landmark to be threatened, or to suffer severe
1319   economic consequences due to conditions outside of the applicant's control
1320 • A threat to the safety of patrons or staff
1321 • A catastrophic event or natural disaster
1322
1323 Unforeseen Opportunity:
1324 • An opportunity that was not available at the time of the last application deadline and that will
1325   no longer be available to the applicant by the next application deadline.
1326 • Will allow an organization an unexpected opportunity to significantly advance its goals and
1327   mission

1328 **Application, Panel, and Award Process**

1329 The application process will be as described in the Application, Panel, Award, and Approval Process
1330 section. Each grant program and cycle have a different pool of applicants and projects. Grant
1331 recommendations for Building for Equity Facilities, Building for Equity Capacity Building, Equipment, and
1332 Landmarks Capital funding are made by separate panels.

1333 The application and review process for Native Cultural Facilities funding is currently under development
1334 under the guidance of a Native Advisory Council.

1335 4Culture sets aside a limited amount of capital grant funding for Emergencies and Unforeseen
1336 Opportunities, outside of the regular grant cycle. Applications for Emergency/Unforeseen Opportunity
1337 funding are reviewed by the relevant 4Culture Advisory Committee in advance of their regular meeting,
1338 and typically the applicant joins the committee for an interview. Advisory Committee members evaluate
1339 whether the project meets 4Culture's definition of an Emergency or Unforeseen Opportunity, and they
1340 consider the project's merits using the criteria of Quality, Feasibility, Equity, and Public Benefit. Grant
1341 payments are made upon request for reimbursement for qualifying expenses; the applicant must submit
1342 copies of their invoices to 4Culture to document the expenses. While the emphasis of Building for
1343 Equity is "first-in" funding, 4Culture may reimburse grant recipients for project costs incurred up to two
1344 years prior to the application date, but not for any expenses incurred prior to January 1, 2024.

1345

1346

Engagement and Communications Plan

1347

1348 Most of 4Culture's capital grant programs are well-established, and 4Culture's networks and
1349 communication strategies employ a racial equity lens to target outreach to underserved communities
1350 and encourage them to apply for funding.

1351 Outreach is focused on underrepresented communities based on prior award and applicant pool
1352 demographics. Guided by 4Culture's Communications priorities, these efforts include open application
1353 periods of 6-8 weeks; at least three workshops sharing guidelines, criteria, and the application process;
1354 and engagement including communication in multiple languages to broad-based community networks
1355 and media outlets within 4Culture's network.

1356 A special focus will be on reaching and engaging Science and Technology cultural organizations that are
1357 newly eligible for Building for Equity Facilities, Building for Equity Capacity Building, Equipment, and
1358 Emergency/Unforeseen programs.

1359 In addition, 4Culture's Native Advisory Council will advise on outreach and engagement strategies for
1360 the Native Cultural Facilities program.

Public Benefit Reporting

1361

1362 **Anchoring Community** grants require cultural organizations provide arts, culture, science and/or
1363 heritage programs, services, or opportunities as a public benefit for a period of at least 10-years as
1364 specified in the agreement governing the award.

1365 During that time, as public health regulations permit, the public will regularly have access to the cultural
1366 organization's facility or primary location and will benefit from participation in specific arts, culture,
1367 science and/or heritage opportunities provided by the cultural organization.

1368 The cultural organization must widely publicize its public benefit performances, events and programs
1369 throughout King County and track the number of public benefit events and audiences served by such
1370 programs.

1371 As part of the public benefit to be provided by this grant, cultural organizations agree to participate in a
1372 cohort focused on equitable development practices. The goal of this cohort is to implement, measure,
1373 and evaluate equitable development practices throughout the planning, development and/or
1374 construction a facility project in a peer learning setting. Facilitated by 4Culture's team this cohort will
1375 meet regularly for a duration of 3 years including an annual presentation of goals, outcomes, and
1376 practices in a Community of Practice with equitable development practitioners in King County.

1377 Additionally, grantees agree to participate in a quantifiable Space Contribution program facilitated by
1378 4Culture. The intent of this program is to encourage resource-sharing and partnership between Building
1379 for Equity constituents. The grantee will offer free access to technical assistance, use of facility space or
1380 other equivalent benefits over a designated period with a Building for Equity Project Development or
1381 Launch grantee.

1382 **Building for Equity Capacity Building** grants require cultural organizations provide the following
1383 potential cultural opportunities as public health regulations permit:

1384   • Regularly scheduled cultural programs produced by the cultural organization offered to King
1385   County residents and visitors, either live or through virtual means
1386   • Access to special events or educational programs offered by the cultural organization
1387   • Participation/engagement of the cultural organization's staff, board and/or volunteers in
1388   training that prepares them to better serve their community and increase their skills in planning
1389   for and managing capital projects.

1390   The cultural organization must widely share its public benefit performances, events, and programs
1391   throughout King County and track the number of public benefit events and audiences served by such
1392   programs.

1393   **Equipment** grants require cultural organizations to provide the following types of potential
1394   opportunities to the public, with the equipment over a period of at least 10 years:
1395   • Regularly scheduled free or pay-what-you-can access to rehearsals, previews and/or
1396   performances; or historic space, exhibits, and/or programs enabled by the equipment
1397   supported by this grant.
1398   • Regularly scheduled free or reduced-price admission to displays or collections enabled by using
1399   the equipment supported by this grant.
1400   • Regularly scheduled public programs produced by the grantee and offered to King County
1401   residents and visitors at other sites.
1402   • Access to educational programs produced by the grantee that are targeted to underserved King
1403   County populations such as students, senior citizens, or vulnerable populations as defined by
1404   Ordinance 19710.
1405
1406   The **Landmarks Capital** program's public benefit centers on the rehabilitation and long-term
1407   stewardship of designated landmarks. A cultural organization that receives a Landmarks Capital grant
1408   must agree to maintain the property as landmark in perpetuity, and to maintain the property in good
1409   condition for a minimum of 10 years. The recipient must abide by local historic preservation regulations,
1410   which typically include a requirement for design review of any proposed changes, and adherence to the
1411   Secretary of the Interior's Standards for the Treatment of Historic Properties.

1412   **Emergency/Unforeseen** public benefit varies slightly by program area but parallels the public benefit
1413   requirements of Building for Equity Facilities and Landmarks Capital programs.

E. Countywide Initiatives

1414 **E. Countywide Initiatives**

1415 Countywide Initiatives funding will support
1416 cultural organizations that provide '"cultural
1417 support services" that improve career
1418 opportunities for King County's cultural
1419 practitioners. Cultural support services are
1420 investments in people, without whom the
1421 cultural sector would not exist. A healthy
1422 workforce will strengthen the arts and culture
1423 ecosystem and, in turn, improve the cultural
1424 experience available to the residents and
1425 visitors of King County.

1426 Countywide initiatives will use the framework
1427 of cultural support services to support
1428 cultural practitioners. Cultural support
1429 services refers to the constellation of
1430 programs, resources, and networks that
1431 support capacity building for cultural organizations and cultural practitioners in King County.

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

1432 • **Capacity building** is the generation of resources or support intended to help an organization,
1433 group, or individual enhance their ability to fulfill their mission or purpose (i.e., any activity or
1434 support that is focused on the success and sustainability of an organization or the practitioner
1435 rather than specific programs.)
1436 • **Cultural practitioners** are the collection of artists; administrators, professionals, and volunteers
1437 of cultural institutions and culture-focused public agencies; owners or stewards of historic
1438 structures and landscapes; culture bearers; technical specialists; and creative professionals and
1439 workers with specialized skills needed in the cultural ecosystem.

1440 4Culture has historically played a supporting role in cultural support services, though it may not have
1441 considered this an explicit function of the organization. Studies by ArtsFund, 4Culture, and others
1442 between 2018 and 2022 highlight a need for a more systemic and sustained approach to cultural
1443 support services to enable the cultural sector to thrive during the regional affordability crisis.[22] In 2020,
1444 understanding and providing a systemic approach to cultural support services for individual practitioners
1445 was included as one of King County's Cultural Plan Goals: "Foster racial equity, agency, and collaboration
1446 for cultural practitioners to build a stronger cultural sector." The Covid-19 pandemic exacerbated the
1447 need greatly, shuttering many venues, pushing cultural practitioners out of the region, and creating
1448 social and creative isolation.

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[22] 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.

Cultural support services, Post-Pandemic

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

Cultural support services 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.

Examples of Cultural Support 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
• yəhaw̓ Indigenous Creatives Collective
• Ethnic Heritage Council
• Museum Educators of Puget Sound
• TeenTix

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 cultural organizations that provide field services to 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 cultural support services providers to support individual practitioners of all cultural disciplines. Additionally, 4Culture will develop a cultural support roster to connect cultural support service providers to cultural practitioners.

Program Criteria

The recipients of field service grant funding will be 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 that provide or would like to provide cultural support 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.

1490 Countywide initiatives will prioritize support for cultural organizations and projects that are based or will
1491 take place outside of Seattle, in a Community of Opportunity, or serving vulnerable populations, for
1492 funding and support.

1493 **Application, Panel, and Award Process**

1494 The application process will be as described in the Application, Panel, Award, and Approval Process
1495 section. Grant contract terms will be at least 3 years, to allow for appropriate length of planning before
1496 implementation and help sustain projects for one or two interactions.

1497 **Engagement and Communications Plan**

1498 4Culture conducted extensive outreach in the development of Countywide Initiatives. In addition to
1499 working across all advisory committees, 4Culture partnered with eight organizations throughout the
1500 county to gain insight from the cultural practitioners they serve. In April 2024, 4Culture hosted a
1501 community convening for all cultural support services partners involved in the development of the field
1502 services landscape scan to provide additional review and feedback.

1503 Partner organizations for the early development of Countywide Initiatives includes:

1504 • African American Writer's Alliance
1505 • Centro Cultural Mexicano
1506 • Festal
1507 • King County Historic Preservation Program
1508 • Maple Valley Arts Council
1509 • Powerful Voices
1510 • Wing Luke Museum YouthCAN
1511 • yəhaw̓ Indigenous Creatives Collective

1512 In 2025, 4Culture will run an open roster call to ensure we connect with as many field service providers
1513 in the county as possible. We will target grant outreach to known field service providers from the 2024
1514 landscape scan and new providers, with an emphasis on communities often underfunded by 4Culture.
1515 Like our other programs, 4Culture will offer digital and non-digital engagement to assist potential
1516 applicants with understanding the program and technical assistance throughout the application process.

1517 **Public Benefit Reporting**

1518 Recipients of Countywide Initiatives funding will report on how funding helped with implementation of
1519 capacity-building projects or activities to support cultural practitioners. Data collected will include:

1520 • Number of programs and/or services provided
1521 • Number/attendance for practitioners that participated in their cultural organization's
1522   programming and/or services
1523 • Location of programming and/or services
1524 • Number of partnerships between cultural organizations facilitated

1525 ## F. Launch

1526 ### Program and Allocation Summary

1527 The Launch program is focused on new and
1528 emerging, Doors Open-eligible cultural or
1529 science cultural organizations in King County,
1530 with a goal to ensure that all geographic areas
1531 of the county and all communities in the
1532 county have access to cultural experiences.

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

1533 Launch will provide grants for start-up costs
1534 and multi-year operating support to new and
1535 emerging cultural organizations, paired with
1536 capacity building and technical assistance.
1537 New cultural organizations will have a
1538 pathway to receiving Sustained Support,
1539 which is only available to cultural
1540 organizations with a minimum 2-year operating history for heritage and preservation and 3-year
1541 operating history for arts. Cultural organizations that have previously received Sustained Support but
1542 have had 501c3 status for less than 3 years and are hiring paid staff for the first time, can apply for a
1543 limited-time boost in operating support, along with capacity building services to enable their growth and
1544 stability.

1545 An additional priority of this program is increasing access to cultural space, especially for cultural
1546 organizations that have historically faced barriers to purchasing and stewarding cultural space. The
1547 Launch program will explore leveraging 4Culture's existing capital programs, including Building for
1548 Equity Facilities and the Preservation Action Fund, to increase access to cultural space for new and
1549 emerging organizations.

1550 ### Program Criteria

1551 The Doors Open Ordinance states:

1552   "New or emerging cultural organization" means a cultural organization formed, and operating
1553   exclusively for exempt purposes, as a 501(c) (3) nonprofit no more than three years prior to
1554   seeking funding under the Door Open Program."

1555 For the purposes of the Launch program, 4Culture further defines "**new organizations**" as Doors Open-
1556 eligible cultural organizations that are less than three years old and have not previously been awarded
1557 Sustained Support funding.

1558 For the purposes of the Launch program, 4Culture further defines "**emerging organizations**" as Doors
1559 Open-eligible cultural organizations that have had 501c3 status for less than three years, and are hiring
1560 paid, regular staff for the first time. Emerging organizations may have received Sustained Support
1561 previously.

1562

1563   .

1564	**New collaborative ventures** among existing cultural organizations are also eligible for funding as new
1565	organizations, but they must have a decision-making body and structure that is independent of the
1566	participating cultural organizations.

1567 Additionally for a specific cultural event or use, in accordance with Ordinance 19710, a cultural entity
1568 that does not have 501c3 status may contract with a fiscal sponsor cultural organization to be eligible
1569 for Launch Program funding.

1570 The Launch Program will prioritize cultural organizations and cultural entities based outside of Seattle,
1571 or in a Community of Opportunity (COO), or serving a vulnerable population, for funding and support.

1572 Program criteria for selecting new and emerging cultural organizations, as well as fiscally sponsored
1573 cultural entities to be funded will include: Quality and Innovation, Public Benefit, Advancing Equity,
1574 Feasibility, Economic Impact, and Goals. For these purposes, innovation is defined as providing
1575 programming or services that current cultural organizations do not offer, demonstrating a new idea or
1576 concept in the cultural organization's field, or providing new services to currently underserved
1577 geographic areas or communities. The goals criteria will require a cultural organization to show clearly
1578 stated goals to achieve what the cultural organization considers success and a method to measure that
1579 success.

Application, Panel, and Award Process

1580

1581 The application process will be as described in the Application, Panel, Award, and Approval Process
1582 section. Grant contract terms will be 2-3 years, to help sustain new and emerging cultural organizations
1583 or support the fiscally sponsored cultural entity until the next Sustained Support application round for
1584 which they will be eligible.

Engagement and Communications Plan

1585

1586 4Culture will conduct an extensive outreach and engagement process beginning in 2024 and continuing
1587 into 2025. Priorities for this engagement include:

1588 • Outreach will include opportunities for both digital and non-digital engagement
1589 • Geographic reach of engagement will be countywide, with an emphasis on rural and
1590   underserved communities
1591 • Language access will be prioritized based on 4Culture analysis of demographic data indicating
1592   communities that are underserved with cultural funding
1593

1594 Outreach and engagement for the Launch program will include technical support for the formation of
1595 new cultural organizations, to help build a pipeline of applicants that will be competitive for New
1596 Organization grants.

Public Benefit Reporting

1597

1598 Like Sustained Support recipients, New and Emerging cultural organizations, as well as the fiscal sponsor
1599 cultural organization will report on the public benefit of their activities over the course of each year that
1600 they receive funding. This may include metrics such as visitation numbers, volunteer hours, or audiences
1601 served. The public benefit reported by Launch-funded cultural organizations can include capacity-
1602 building work that leads to growth in reach and impact. Public benefit can also include free and reduced

1603 cost programs and services that increase access to culture and science, especially for underserved
1604 communities.

1605 ### G. Outside of Seattle Program and
1606 Communities of Opportunity Program

1607 Ensuring continued and expanded access to cultural
1608 facilities and cultural programming located in and
1609 serving economically and geographically
1610 underserved populations is a key objective of the
1611 Doors Open program and is a long-held value at
1612 4Culture. Built into each of the six Doors Open
1613 programs is the requirement that the recipient
1614 cultural organization provide Equity and/or
1615 Geographic Inclusion Benefits, in addition to the
1616 General Public Benefit requirement.

1617 In addition, the ordinance sets aside funds to
1618 ensure that 25% of Doors Open program funding
1619 supports cultural organizations outside of
1620 established cultural centers and that of all Doors
1621 Open funding, a minimum of 10% goes towards
1622 cultural organizations in Communities of
1623 Opportunity or serving vulnerable populations.

1624 In accordance with Ordinance 19710, the goals for
1625 this funding are:

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.

1626   1. Overcoming economic and geographic inequities that limit access to the arts, science, and
1627   heritage experiences by expanding access to programs and activities at cultural organizations in
1628   the county, such that audiences represent the diversity of the county;
1629   2. Stronger relationships between local communities and cultural organizations that result in the
1630   creation of programs and activities that are mutually beneficial;
1631   3. Making the boards, staff, and programming of cultural organizations more representative of the
1632   diversity existing within the county; and
1633   4. Ensuring that the Doors Open Program distributes a total of at least one million dollars to
1634   cultural organizations in each county council district each year.

1635

1636 ### *Outside of the City of Seattle*

1637 Cultural organizations with a primary location outside of Seattle City limits will receive additional
1638 geographic inclusion funds. 25% of all Doors Open funding will be distributed to cultural organizations
1639 outside the City of Seattle.

1640 *Communities of Opportunity*

1641 Cultural organizations that are located in a Community of Opportunity are eligible for additional funds.
1642 The Communities of Opportunity (COO) index includes a set of health and socioeconomic indicators to
1643 gauge community health and well-being. 4Culture aligns equity investments with the COO index to
1644 identify the areas of King County in greatest need of support. 10% of all Doors Open funding will be
1645 distributed to cultural organizations located in a Community of Opportunity or serving one or more
1646 vulnerable populations.

6. Measuring and Evaluating Doors Open Outcomes

1648 Doors Open gives 4Culture the opportunity to hire its first full-time Evaluator. This position was filled in
1649 mid-2024 and is helping 4Culture to improve data collection, reporting, and reflection processes and
1650 help ensure that Doors Open programs are accountable to the public.Key reporting metrics listed for
1651 each program may be revised upon review by the Evaluator.

1652 The Evaluation Manager is developing a Doors Open program results-based accountability evaluation
1653 framework for the that will be completed by early 2025.

Methodology for Assessment and Evaluation

1655 The assessment and evaluation of the impact of Doors Open funding will draw from multiple methods
1656 (mixed methods approach) and levels of analysis of stakeholders. The following table summarizes the
1657 different levels, methods, and data sources 4Culture will leverage.

Levels of Data Analysis	Methods	Potential Sources
Grantee and Applicant Impact Data	• **Descriptive statistics** on the category/discipline, organizational demographics and geographic dispersion of awarded grantees; • **Qualitative data** includes in-depth case studies, semi-structured interviews, focus groups, content analysis	• Applicant and Awardee data • Photographic submissions • Site visits by external reviewers • Local press • Staff insights
Audience and Participants	• Survey data • Organizational partners working with schools	• Audience and attendee survey data • Youth satisfaction surveys through org partnerships
Creative Workforce Sector Studies	• Statistical data • Supplemental surveys • Partnering with reputable research partners will be key	• ArtsFund and other regional partners • American Community Survey • Creative Vitality Index / WESTAF data
King County Residential Polling/ Opinion Data	• Polling based	• Text or email polling using statistically representative sample of residents

1658

1659 **Assessment Report Requirements**

1660 As required by Ordinance 19710, 4Culture will develop an Assessment Report and reporting process that
1661 addresses the effectiveness of program funding. In developing this Report and reporting process, it will
1662 work with following groups:

1663 • Qualified evaluation personnel
1664 • Staff from cultural organizations
1665 • King County cultural consumers
1666 • School districts
1667 • 4Culture staff
1668 • 4Culture Board of Directors

1669 In accordance with Ordinance 19710, the Assessment Report will include:

1670 • An overview of evaluation personnel, methodology, and practices
1671 • Funding distribution data by council district and zip code
1672 • Planned vs actuals for program allocations, year past and year ahead
1673 • Data and findings on public benefit outcomes for King County residents
1674 • Data and findings on Public School Cultural Access Program, broken down by council district and
1675   zip code, and by percentage of schools eligible for Doors Open transportation funding
1676 • Data and findings on cultural organizations located in and serving Communities of Opportunity
1677 • Data and findings on capacity building and growth for cultural organizations located and serving
1678   communities outside of Seattle
1679 • Recommendations for future improvements or changes to Doors Open program processes,
1680   criteria, and reporting requirements

1681 **Timeline for Assessment Report**

1682 4Cuture plans to deliver the required assessment report in 2029. This will provide time to gather and
1683 analyze data which will inform the Doors Open renewal process in 2030. Prior to the official Assessment
1684 Report, 4Culture will integrate Doors Open program reporting with its regular cycle of reporting on
1685 budget and funding activities to the Executive and the King County Council.

1686 **Evaluating the Doors Open Program Impact and Annual Reporting**

1687 As stated above, 4Culture will incorporate updates on Doors Open in 4Culture's published annual report
1688 and budget report submitted to the Executive and King County Council through the duration of the
1689 Doors Open program. 4Culture's 2025 annual report should include the evaluation framework that will
1690 be used to measure the impact of the Doors Open with the goal of allowing the King County Council to
1691 provide feedback on development of the evaluation framework. Beginning in 2026, 4Culture's annual
1692 report should include progress reports measuring the Doors Open program impact.

1693 4Culture's annual reports should also show the breakdown of Doors Open funding allocations according
1694 to Doors Open requirements, including the requirement that up to 25% of program funding be awarded
1695 to cultural programming and projects outside of Seattle and that 10% be awarded within Communities
1696 of Opportunity or to cultural organizations serving vulnerable populations. In order to identify growth
1697 opportunities, annual reports should identify any areas of underspending due to unclaimed awards or
1698 lack of eligible programs and projects.

1699

7. Appendices

1700

1701 ## A. Itemization of Doors Open Start-Up Costs

1702 The table below reflects Doors Open expenditures incurred by 4Culture between December 5, 2023, and
1703 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	

1704 ## B. 2024 Board Directors

1705 ### Staci Adman: Kenmore (District 1)

1706 Staci is an artist who lives and creates in Kenmore, WA. She graduated from the University of
1707 Washington with a BFA in painting and now works in a wide variety of media. She has enjoyed sharing
1708 her love of art with children and youth for a couple of decades. She currently teaches adult glass and
1709 fiber classes at The Schack Art Center in Everett and her work is found in several local galleries. Staci had
1710 the honor of being a co-creator of the Kenmore Mural Project in Kenmore, WA in 2016 and has created
1711 several public art projects around Woodinville sponsored by the Woodinville Rotary's Peace Pole
1712 project.

1713 ### Catherine Nueva España, Vice President: Seattle (District 4)

1714 Catherine Nueva España is a consultant with experience in arts, design, and creative practices. She helps
1715 leaders recognize personal values and create a practice of sustaining collaborations. She has been
1716 interim executive director at On the Boards and EarthCorps, executive director at Velocity Dance Center,
1717 and a board member at Khambatta Dance Company. She serves as a board commissioner for ArtsWA
1718 and serves on a variety of grant panels. España received her BA from Wellesley College, and her MA in
1719 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

1757 Program Manager at Microsoft, Senior Project Manager for Investco Financial Corporation, and
1758 Construction Manager for a general contractor in Seattle.

1759 **Bryan Ohno: Kent (District 5)**

1760 Bryan Ohno is the Director of Soos Creek Studio, a contemporary ceramic studio that creates sustainable
1761 use pottery, and trains the next generation of youth potters. Bryan's career has led him to direct two art
1762 galleries in Tokyo and Seattle. He was also the founding director of MadArt. Bryan previously served on
1763 4Culture's Art Advisory Committee. Bryan received his Bachelor of Arts degree in Fine Arts from the
1764 University of Puget Sound. Bryan also serves on the Kent Arts Commission.

1765 **AC Petersen: Kirkland (District 6)**

1766 AC Petersen has been choreographing and producing dance/theatre works since 1983. She is a volunteer
1767 book narrator at the Washington Talking Book and Braille Library and worked in communications and
1768 media relations with the UW Libraries. While at the Northwest Asian American Theatre, she worked
1769 with individual artists from Asia and Pacific Island regions in creating new interdisciplinary works. She
1770 was a founding co-editor of DanceNet, a publication for the region's dance community, from 1990-2000,
1771 and has a BA in Architecture from the University of Washington.

1772 **Natasha Rivers, Secretary: Renton (District 5)**

1773 Natasha Rivers is the Senior Sustainability & Measurement Manager at BECU where she is developing a
1774 strategic framework around their social impact and commitment to philanthropy, diversity, equity, and
1775 inclusion. Natasha has served on the boards of the Seattle Children's Theatre, Seattle Urban League
1776 Young Professionals, and Treehouse for Kids. In 2022, Rivers was named one of Seattle's 40 Under 40 by
1777 the Puget Sound Business Journal. She is a Leadership Tomorrow alum and Partner with Social Venture
1778 Partners (SVP). Natasha earned her PhD in Geography from UCLA with a focus on contemporary sub-
1779 Sharan African migration.

1780 **Latha Sambamurti: Redmond (District 6)**

1781 Latha Sambamurti is the producer and Artistic, Outreach and Development Director of several large-
1782 scale arts and culture festivals in Washington. She is an educator, trained musician, band leader, and
1783 winner of Kirkland Performance Center's You Rock award for community service. Sambamurti has been
1784 a Washington State Arts Commissioner and a Redmond Arts & Culture Commissioner/Chair. She serves
1785 as a board director for several state and regional cultural organizations. Sambamurti holds a master's
1786 degree in English Literature.

1787 **Steven Schindler, Treasurer: Issaquah (District 3)**

1788 Steven Schindler is a partner with Perkins Coie, where he represents individuals and families in personal
1789 and estate planning strategies. His practice also includes working with individuals and groups to form
1790 charitable organizations and advising existing charitable organizations on a variety of legal and tax
1791 matters. He serves on several boards, including the Atlantic Street Center, End of Life Washington, and
1792 Powerful Schools, Inc, and is a member of the 2018 cohort of Leadership Tomorrow. Steven joined the
1793 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

1829   leveraging her passion for relationship building by bringing together a wide range of stakeholders
1830   including staff, donors, and board members for the Opera's mid-level giving program.

1831   **Bryan Ohno: Kent (District 5)**

1832   Bryan Ohno is the Director of Soos Creek Studio, a contemporary ceramic studio that creates sustainable
1833   use pottery, and trains the next generation of youth potters. Bryan's career has led him to direct two art
1834   galleries in Tokyo and Seattle. He was also the founding director of MadArt. Bryan previously served on
1835   4Culture's Art Advisory Committee. Bryan received his Bachelor of Arts degree in Fine Arts from the
1836   University of Puget Sound. Bryan also serves on the Kent Arts Commission.

1837   **Jessica Ramirez: SeaTac (District 7)**

1838   Jessica Ramirez is the Special Events and Volunteer Coordinator for the City of SeaTac, and participates
1839   in their Arts, Culture and Library Advisory Committee, which is the citizen advisory committee charged
1840   to advise the City Council on topics related to art and culture. In addition, Jessica represents City of
1841   SeaTac in the quarterly Local Arts Agency Network meetings.

1842   **Heritage**

1843   **Christina Arokiasamy: Kent (District 5)**

1844   Born and raised in Kuala Lumpur, Malaysia, Christina Arokiasamy is renowned for her culinary skills, as a
1845   spice expert and as an award-winning cookbook author. She was Malaysia's first-ever official Food
1846   Ambassador to the United States and brings with her over 25 years of world class culinary expertise as a
1847   former chef of various Four Seasons Resorts throughout Southeast Asia. Christina is a passionate
1848   advocate for cultural heritage practitioners in King County.

1849   **Teofila "Teya" Cruz-Uribe: Burien (District 8)**

1850   Teya is the Director of the Sea Mar Museum of Chicano/a/Latino/a Culture and the Health Center
1851   Administrator of the Sea Mar Adolescent Medical Clinic. Teya has an M.A. in Museology from the
1852   University of Washington's (UW) Museology Program, and an M.A.I.S. in Russian, Eastern European &
1853   Central Asian Studies from the Jackson School of International Studies at University of Washington.

1854   **Suzanne Greathouse: Kenmore (District 1)**

1855   Suzanne Greathouse is the President of Kenmore Heritage Society and brings over 30 years of
1856   experience working with a broad spectrum of individuals, businesses, corporations, and universities. A
1857   Kenmore resident since 2014, Suzanne serves as a Bothell/Kenmore Chamber of Commerce
1858   Ambassador, Kenmore Planning Commissioner and is on the boards of the Northshore Senior Center
1859   and EvergreenHealth Foundation. Suzanne is focused on evolving the Heritage Society into a vibrant,
1860   inclusive, and fun organization.

1861   **Rachael McAlister: Auburn (District 7)**

1862   Rachael McAlister is the Director of the White River Valley Museum in Auburn, WA. Before taking on the
1863   role of director in 2018 she served as the Museum's Curator of Education for seven years. She holds a

1864 Bachelor of Arts in Fine Art from Belmont University and a Master of Arts in Museum Studies from Johns
1865 Hopkins University. McAlister's work includes extensive arts and heritage programing, municipal
1866 leadership, strong cultural partnerships, energized and engaged staff, and a commitment to racial justice
1867 and equity.

1868 ### Seth Margolis, Board Representative: Seattle (District 8)

1869 Seth Margolis is the Director of Education Operations for the Boeing Academy for STEM Learning at The
1870 Museum of Flight in Seattle and has worked at heritage organizations in the United States and Canada.
1871 He teaches museum education for the UW Graduate Program in Museology and serves on the advisory
1872 board for the Museum Studies Certificate Program.

1873 ### Temi Odumosu: Seattle (District 2)

1874 Temi Odumosu is an interdisciplinary scholar and curator at the UW iSchool. Her research and curatorial
1875 work are engaged with the visual and affective politics of slavery and colonialism, race, and visual coding
1876 in popular culture, postmemorial art and performance, image ethics, and politics of cultural heritage
1877 digitization. Odumosu holds a Ph.D. and Master of Philosophy in art history from the University of
1878 Cambridge and contributes to a variety of international research networks and initiatives.

1879 ### Historic Preservation

1880 ### Stefanie Barrera: Seattle (District 2)

1881 Stefanie Barrera is an architectural designer at SMR Architects focusing on affordable housing projects.
1882 While working on her Master of Architecture at the University of Washington, Stefanie interned for
1883 4Culture's Beyond Integrity Group. Her interest in historic preservation emanates from a curiosity to
1884 learn about other cultures, and the connection between cultural significance and place.

1885 ### Justin Ivy: Seattle (District 2)

1886 Justin Ivy is the owner of Heritage Art Glass, a Seattle-based stained and leaded glass studio specializing
1887 in repair, restoration, and new historic reproduction windows. Working with a wide array of clientele,
1888 from homeowner to developer to church board, he has been involved with projects in many of the
1889 Puget Sound region's historic structures.

1890 ### Robyn Mah: Shoreline (District 1)

1891 Robyn Mah is a principal at I.L. Gross Structural Engineers and has made historic building rehabilitation a
1892 cornerstone of her career. Robyn's recent renovation and adaptive reuse projects include Mercy
1893 Magnuson Place (Building 9) at Magnuson Park and YWCA's 5th and Seneca Building in Seattle.

1894 ### Frank Martin, Board Representative: Skykomish (District 3)

1895 Frank Martin is the managing principal of the Chain Companies and has been a recipient of a 4Culture
1896 Preservation grant to restore the Skykomish Theater into what is now known as Onemish Lodge, an
1897 extended stay basecamp in the heart of the Great Northern Corridor.

1898 **Dawn Moser: Auburn (District 7)**

1899 Dawn Moser lives in south King County and is a gallery guide at the Washington State History Museum
1900 and a land use planner. Dawn has worked in land use planning and community development in Oregon,
1901 Washington, and Utah, engaging and informing community members about historic preservation.

1902 **Huy Pham: Seattle (District 8)**

1903 As the Executive Director of APIAHiP: Asian & Pacific Islander Americans in Historic Preservation, Huy
1904 leads the national nonprofit organization in its mission to protect historic places and cultural resources
1905 significant to Asian and Pacific Islander Americans through historic preservation and heritage
1906 conservation. Huy is eager to continue his work collaborating with government agencies, nonprofit
1907 organizations, community members and groups, developers, stakeholders, and policymakers to apply a
1908 progressive preservation ethic to their work at the local, state, and national levels.

1909 **Public Art**

1910 **Sonia-Lynn Abenojar: Seattle (District 2)**

1911 Sonia-Lynn Abenojar is co-founder of La Union Studio, an architectural and interior design studio based
1912 out of Seattle, Washington. Her interdisciplinary experience in urban planning and design, community
1913 engagement, and project management led her to a career in cultural placemaking and inclusive design.
1914 Abenojar is passionate about the built environment; she holds a BA in Architecture + Community Design
1915 from the University of San Francisco and a Master of City Planning degree from UC Berkeley.

1916 **Leo Saul Berk: Seattle (District 2)**

1917 Leo Saul Berk is an artist who examines the transformative potential of exceptional architecture to
1918 positively shape our lives. He is a recipient of the Artist Trust Arts Innovator Award, Betty Bowen Award,
1919 and Distinguished Alumni Award, University of Washington. Berk has held solo exhibitions at the Frye
1920 Art Museum, Henry Art Gallery, Institute of Visual Arts at University of Wisconsin-Milwaukee, and
1921 Seattle Art Museum.

1922 **Kamari Bright: Seattle (District 4)**

1923 With the goal of creating something that starts the process of healing, Kamari Bright is a
1924 multidisciplinary artist with works that have been received across the US, Greece, France, Mexico,
1925 Germany, & Canada. The 2022 Artist Trust Fellowship Award for Black Artists recipient is currently
1926 working on a manuscript connecting the influence of Christian folklore on present-day misogyny, and a
1927 videopoem extrapolating collective trauma and its connection to land stewardship.

1928 **Catherine Nueva España, Board Representative: Seattle (District 4)**

1929 Catherine Nueva España is a consultant with experience in arts, design, and creative practices. She helps
1930 leaders recognize personal values and create a practice of sustaining collaborations. She has been
1931 interim executive director at On the Boards and EarthCorps, executive director at Velocity Dance Center,
1932 and a board member at Khambatta Dance Company. She serves as a board commissioner for ArtsWA

1933 and serves on a variety of grant panels. España received her BA from Wellesley College, and her MA in
1934 Dance Studies from the Trinity Laban Conservatoire in London.

1935 **Kate Fernandez: Seattle (District 2)**

1936 Kate Fernandez is an artist, cultural producer, and educator. She currently works as the Director of
1937 Interpretation & Visitor Experience at the University of Washington's Burke Museum.

1938 **Tommy Gregory: SeaTac (District 5)**

1939 Tommy Gregory is a practicing artist and the Sr. Manager and Curator for the Port of Seattle, where he
1940 oversees conservation, commissions, and acquisitions as well as temporary exhibitions at Seattle-
1941 Tacoma International Airport.

1942 **Philippe Hyojung Kim: Seattle (District 2)**

1943 Philippe Hyojung Kim (he/him/they) is a Seattle-based artist, curator, and educator. He is a member of
1944 SOIL, a co-founder/curator of Specialist, a Fine Arts faculty member at Seattle Central College, and a
1945 curator for Washington State Arts Commission. Philippe grew up in a small town outside of Nashville,
1946 TN, and moved to Pacific Northwest in 2013. He currently lives and works in Seattle's North Beacon Hill
1947 neighborhood with his husband, Drew, and their dog, Jack.

1948 **Keith McPeters: Seattle (District 8)**

1949 Keith McPeters is a Principal at GGN, a landscape architecture studio based in Seattle. A diverse design
1950 background allows Keith to merge architecture and landscape architecture with his interests in art,
1951 music, and history. His design advisor role at GGN involves him in the concept and design phases of
1952 many projects across the studio. He received his BS in Architecture and Master of Landscape
1953 Architecture degrees from the University of Virginia.

1954 **Science**

1955 **Arthur Bednar (Seattle, District 4)**

1956 Arthur is a lifelong learner and museum enthusiast that joined The Museum of Flight in 2014, serving in
1957 a variety of roles leading and supervising STEM programming for K-12 youth within the greater Puget
1958 Sound region. Currently he serves as a Senior Program Manager overseeing the Boeing Academy for
1959 STEM Learning Core Programs. He holds a M.A. in History from The University of North Florida.

1960 **Stephanie Bohr (Seattle, District 4)**

1961 Stephanie has worked in the zoo, aquarium, and museum field for more than twenty years. She is the
1962 Director of Learning Programs and Partnerships at Woodland Park Zoo, where she leads three teams
1963 that create programs for children, teens, and adults both at the zoo and in Seattle communities.
1964 Stephanie is a proud alumna of North Carolina State University, where she earned a B.S. in Zoology and
1965 MEd in Science Education.

Kent Chapple (Seattle, District 4)

Kent is the Education Program Manager at Oxbow Farm and Conservation Center in Carnation, WA. He was born and raised in the Pacific Northwest (Portland, OR), and has over 17 years of experience designing and delivering environmental education and science programming, including Northwest cultural and natural history, organic farming, foodshed, watershed and marine science education. Kent earned his BS in Biology from Southern Oregon University and his Masters in Education from the University of California Santa Cruz.

Felipe Vera (Seattle, District 8)

Felipe Vera is a Portfolio Manager and Program Coordinator in the Communications Division at the Gates Foundation. As co-lead of the Latinos in Philanthropy Employee Resource Group and an active member of the Out for Good & Allies (LGBTQIA+) and Disabilities Advocacy Group ERGs, Felipe is deeply committed to fostering workplace inclusion and advocating for underrepresented communities.

Freeda Warren (Seattle, District 4)

Freeda is Pacific Science Centers Chief Advancement Officer and a seasoned expert in nonprofit fundraising and communications. With over three decades of experience, she's a powerhouse in driving impact through marketing, public relations, fundraising, and more. Freeda holds a Juris Doctor degree from Seattle University School of Law and a Bachelor of Arts degree in African American Studies and U.S. History from the University of California, Davis.

Rosie Wilson-Briggs (Burien, District 8)

Rosie Wilson-Briggs is the School Programs Manager at the Environmental Science Center in Burien. She holds a Masters degree in Urban Environmental Education from Antioch University, and a certificate in Scientific Illustration from the University of Washington. She has worked with many regional environmental organizations, including the Seattle Aquarium, the UW Botanic Gardens, and the Schooner Adventuress. Rosie is focused on reducing systemic barriers to environmental education, and on supporting communities in their unique relationships to the outdoors.

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

2005	•	Kate Sorensen, Bellevue Botanical Garden Society
2006	•	Chloe Wightman, Girl Scouts of Western Washington
2007	•	Amy Zarlengo, Pacific Science Center

- 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

November 2024

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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

• **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**;
  o 10 percent for cultural organizations ~~by~~that serve underserved populations and/or organizations located in Communities of Opportunity, and cultural organizations providing mentoring services
  o 25 percent supports organizations outside of Seattle
 • **Remaining funding to 2025 programs**
	• **3 percent for administrative costs**;
	 • **72 percent for Doors Open programs**, of which~~,~~ 10 percent for cultural organizations ~~by~~that serve underserved populations and/or organizations located in Communities of Opportunity, and cultural organizations providing mentoring services;
	  o 15 percent Public school access program
	  o 3 percent Launch funding
	  o 10 percent Building for Equity
	  o 15 percent Public Free Access
	  o 7 percent Countywide initiatives and projects
	  o 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[4]**	**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 Seattle[5]	Minimum of $6M	Minimum of $6M	Minimum of $24.3M across all programs					
Programming in Communities of Opportunity (COO) or for vulnerable populations[6]	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	• Heritage: 90 • Preservation: 30 • Arts: 500 • Science and Tech: 80	• 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	• 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	• Low barrier application • Panels by discipline	• Provides multi-year funding (up to three years) for operations or programming • Low barrier application • Panels by discipline	• 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	• Provides multi-year funding • Low barrier application • Reimbursement to orgs for the cost of free and reduced programming	• 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	• Multi-year project-based funding for orgs providing services for cultural practitioners • Support for workforce and career development	• Provides multi-year funding • Start-up cost funding • Multi-year operating support to new + emerging orgs • Funding paired with capacity building + technical assistance

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[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] Ordinance 19710 uses the term "operating support" but 4Culture uses the term "sustained support" to describe operational support. Sustained support is used throughout the implementation plan, and it refers to operating support.

[5] 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.

[6] 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[4]	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
Outreach and Engagement Highlights	• Community Connectors (1:1 pre-submittal application support) • Application workshops • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Leverage 2024 stakeholder outreach • PSESD touchpoints • District and school outreach • 4Culture engagement and comms channels	• Strategic advertising • 4Culture engagement and comms channels	• Community Connectors • Application workshops • 4Culture engagement and comms channels	• Application workshops • Strategic advertising • 4Culture engagement and comms channels	• Community Connectors • Strategic advertising • 4Culture engagement and comms channels

2. Implementation Plan Background and Overview

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.[7] 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.[8]

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 law[9] 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~~In 2002, King County ~~Council~~ created ~~4Culture, King County's~~the Cultural ~~Public~~ Development Authority ~~(PDA), in 2002~~of King County, commonly known as 4Culture, in order "to support, advocate for and preserve the cultural resources of the region in a manner that fosters excellence, vitality and diversity."[10] 4Culture replaced the functions of King County's former Office of Cultural Resources in order to exercise the powers vested in ~~PDAs~~public development authorities under state law and realize operating efficiencies through operating independently of county government.[11]

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.

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[7] RCW chapter 36.160
[8] http://scfd.org/
[9] RCW 82.14.525
[10] ~~King County Ordinance 14482~~ See generally KCC chapter 2.49 and KCC 2.49.030 specifically
[11] 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~~KCC) 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.

With Doors Open, 4Culture will include Science in its cultural funding program list.

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.[12] Directors are appointed by King County Councilmembers and the Executive and confirmed by the Council.[13]

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 Authority 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 known 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.

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[12] Ordinance 19036, Attachment A, Section 5.2.B
[13] Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E

- [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](#)
  - 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~~led to the development of 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 of underserved populations 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 $783716 million in revenue between April 2024 and March 2031, according to the King County Office of Economic and Financial Analysis's MarchAugust 2024 forecast.[14] 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 9proscribed in the ordinance.

The following plan allocates projected Doors Open revenue in accordance with Section 8 of Ordinance 2023-034319710, 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,(percentage breakdown in sub-bullets), of which 10 percent must go to cultural organizations by underservedserving vulnerable populations and/or organizations located in Communities of Opportunity, and/or cultural organizations providing mentoring (percentage breakdown in sub-bullets);; Ordinance 19710 defines vulnerable populations as including but not limited to, not limited to, veterans, seniors, unhoused individuals or individuals at risk of becoming unhoused, individuals experiencing mental illness or substance use disorders, individuals with disabilities, households with an annual income at or below eighty percent of the

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[14] Office of Financial and Economic Analysis

area median income, survivors of domestic violence, communities at risk of gun violence, or justice-system impacted youth or youth at risk of being impacted by the justice system;

- o   15 percent Public school access program
- o   3 percent Launch funding
- o   10 percent Building for Equity
- o   15 percent Public Free Access
- o   7 percent Countywide initiatives and projects
- o   50 percent Sustained Support
- 25 percent for programming outside the city of Seattle, of which 10 percent formust go to cultural organizations by underservedserving vulnerable populations and/or, organizations located in Communities of Opportunity, and/or cultural organizations providing mentoring services

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 by underserved populations 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. from receiving any proceeds from the taxes imposed under the Ordinance 19710.[15] 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. 4Culture intends to administer the Doors Open funded Sustained Support Program through a triennial application process. To bring these two programs intothe application and contract period of these programs into alignment, the 2024 Lodging Tax funded Sustained Support Program will be a one-time annual application process, and from 2025 onward, a standard biennialtriennial application process. will apply.[16]

Guidelines for eligible expenditures for each Doors Open program will be developed consistent with chapter 36.160 RCW, Ordinance 19710, and other applicable state and local laws, and will be provided in the announcement of each program, prior to the opening of the application, and will also be available in all materials and technical assistance made available during the open application period for each program.

F. Doors Open Impact

Doors Open Program funding will transform King County's cultural landscape by expanding cultural organizations' operations, offering discounted and free admission, supporting public school cultural access programs, and building and expanding facilities for cultural activities. Investing in cultural organizations through the Doors Open Program enriches the lives of King County residents and cultural practitioners and contributes to building healthy and resilient communities that thrive on diversity and creativity.

The Doors Open Program can lead to:

- **Economic Growth**. Cultural organizations contribute to local economies by creating jobs, increasing tourism opportunities, and stimulating related industries such as hospitality and retail.
- **Community Engagement.** Greater participation in cultural programming fosters residents' sense of belonging and connection.
- **Community Cohesion.** Cultural organizations promote understanding and collaboration among different communities.
- **Educational Opportunities.** Investment in cultural organizations provides valuable learning experiences that foster creativity and critical thinking skills for all age groups.
- **Enhanced Quality of Life.** Access to arts and culture promotes mental health, social connection, and well-being.
- **Innovation and Creativity.** Investments in cultural organizations enhance the creative ecosystem, driving innovation and attracting talent to the region.

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[15] Other entities ineligible for Doors Open proceeds include state agencies and organizations that raise funds for redistribution to cultural organizations.
[16] Subject to changes to KCC 2.48.108 and KCC 2.48.109 to allow for triennial application cycles.

Investing in cultural organizations is vital for fostering vibrant, inclusive communities and enhancing the quality of life for King County residents. Cultural organizations are critical in providing access to the arts, preserving heritage, and promoting diversity.

G. Criteria for Awarding Proceeds

4Culture will evaluate grant applications by a set of criteria specific to the objectives of each grant program. The criteria for awarding proceeds will help produce the transformational impact expected for King County's cultural landscape. The definitions for the criteria used throughout the Doors Open Program are:

- **Discipline-specific or program-specific priorities:** Priorities that are specific to each cultural discipline or program that will be identified and listed in the guidelines for each application. These priorities may change from application cycles through a process involving 4Culture staff, advisory committees, and the 4Culture Board. An example is the arts priority of "artistic substance" for an operating grant that would evaluate how an applicant provides services that are robust, creative, and engaging with the community.
- **Economic Impact:** how the applicant's project 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.
- **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. May also include a threat to the safety of patrons or staff. A catastrophic event or natural disaster may constitute an emergency.
- **Equity:** the applicant's focus on marginalized communities, especially communities that are disproportionately impacted by structural racism.
- **Feasibility**: the applicant's ability to administer and complete the project within the budgetary, logistical, and time constraints described in the application.
- **Impact:** how the work described in the application would affect the applicant's future sustainability and ability to improve or secure facilities. This criterion would also include how the community would benefit from program investments.
- **Project Impact:** For programming grants, how the project will created positive change to meet the needs of the communities being served. For capital projects, how the project will increase access to cultural facilities.
- **Public Benefit:** a description of the public benefits from Ordinance 19710 that the applicant would provide through programs, activities, and services.
- **Qualifications:** the applicant's ability to assemble a qualified and prepared project team.
- **Quality**: the thought and reasoning the applicant has put into the project planning. This criterion may also include how community input has informed the applicant's needs assessment and the prioritization of project outcomes. For capital grant applications, this criterion includes how the project relates to the applicant's ability to secure or improve facilities in the future, as well as how the facility project is designed to help an applicant fulfill their organizational mission and address social, economic, and/or environmental challenges.
- **Resilience**: the applicant has clearly stated plans to remain in operation, has demonstrated organizational adaptability to changes in the community, and shown responsiveness to the community's needs.

- **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. It will also allow an organization to significantly advance its goals and mission.

F.H.   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 atpublic funding from 4Culture. Put simply, public benefit makes it easier to experience culture.

As stated in the ordinanceOrdinance 19710, 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
8.7. experience either before or after, or both, attending an exhibit, performance, or event;
9.8. Providing arts, science, and heritage career building opportunities for youth through internships and apprenticeships or other means;
10.9.   Establishing partnerships between cultural organizations or other cultural institutions to present new multidisciplinary cultural experiences;
11.10.   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
12.11.   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.

Public Benefit Reporting Standards for Funded Organizations

As part of 4Culture's 4Culture will incorporate the Doors Open discernible public benefit categories and requirements into its established contracting process, described in Contract and Payment Process section. 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. Public benefit reporting allows 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, 4Culture values that it eases the reporting burden for grantees. 4Culture collects only needed information so that it can determine overall impact and learn how best to leverage resources for deeper investment in the arts, culture, and science fields.

I.   Equity Priorities

4Culture's vision statement is "We envision a vibrant county where culture is essential and accessible to all." To advance that vision, 4Culture has adopted practices to increase equity in grant allocations. Grant applicants are asked to describe how their programming addresses underserved populations such as racial and ethnic minorities and people with disabilities. Applicants for capital project funding must complete an "equity in development and construction assessment" to consider equity-focused priorities in project development.

Investments in Geographic Inclusion and Equity

grant recipients provide 4Culture recognizes that where a cultural 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 awards equity and geographic inclusion investments to cultural organizations that are based in parts of King County that are less served by other funding sources, and to cultural organizations that specifically serve vulnerable communities. The investments are added as bonuses in addition to the programmatic grant awards these organizations receive.

Improving Cultural Experiences for People with Disabilities

An example of 4Culture's equity priorities in action is how 4Culture's policies encourage cultural organizations to improve cultural experiences for people with disabilities. The disability community may include persons who are deaf or hard of hearing, persons with intellectual or sensory disabilities, persons with limited mobility, or persons who are blind or have limited vision. *Alternative* A disability is any condition of the body or mind that makes it more difficult for the person with the condition to do certain activities and interact with the world around them. Disabilities may affect a person's vision, movement, thinking, remembering, learning, communicating, health, mental health, and social relationships.

4Culture collects and analyzes aggregated disability data for organizations and individuals they fund, 4Culture staff, Board members, grant review panelists, and onsite reviewers. 4Culture uses the data to understand funding disparities and inform grantmaking practices and processes and outreach and engagement strategies.

Additionally, serving people with disabilities is one component of the criteria 4Culture uses to determine whether organizations are eligible for an equity investment added to their grant award and for equity points awarded when scoring grant applications.

Cultural organizations must provide and report on public benefits to be eligible for 4Culture funding. Among the public benefits cultural organizations can choose to provide and report on are, bringing cultural facilities and programming into compliance with access requirements of the Americans with Disabilities Act, and activities to improve cultural access for people who face barriers to access and are underserved.

All grant review panelists undertake anti-bias training that covers the topic of ableism.

J.   Application, Panel, Approval, and Award Process

4Culture will use the agency's established application, panel, approval, and award process for administering Doors Open programs.

4Culture accepts applications through 4Culture's online application portal. Applicants can create a profile on the portal to streamline the process for submitting additional applications.

4Culture program managers first review all applications to ensure eligibility. Program managers then facilitate panels of peer reviewers, which change for each award cycle. Peer review panelists review and rate applications. Panelists are not required to come to consensus, but to provide their own unique perspectives. Panelist scores are aggregated to create a final score for each application. Panels will

recommend a final slate of projects and funding, which then progresses to the standing Advisory Committee for the cultural discipline relevant to the grant pool (Arts, Heritage. And Preservation).

For each grant program, the Advisory Committees receive a presentation on the application process, applicant pool, panel process, and recommendations for the award slate. The Advisory Committees have a chance to review the recommendations and ask questions. The Advisory Committees then vote to move the award recommendations as presented or with modifications on to the 4Culture Board for final review and approval. Applicants are notified of their awards after the Board gives final approval for funding. Peer review panels and Advisory Committee's consist of working professionals in the fields 4Culture funds, and who represent all parts of King County, sizes of organizations, and different points of view. 4Culture's mission, vision, and values direct that that composition of peer review panels and advisory committees include consideration of representation of historically underrepresented and underserved populations, including racial and ethnic minorities and people with disabilities.

Continuous Improvement of the Application Process

4Culture commits to continuous improvement of the grant application process throughout implementation of Doors Open. It is 4Culture's practice to do post-panel exit surveys with applicants and solicit feedback from program staff. The feedback is used to make program or application improvements. 4Culture also applies feedback collected from grantees at the invoicing stage.

K.   Contract and Payment Process

Staff with 4Culture will use the following established contract and payment process for all Doors Open programs.

Once the 4Culture Board provides final approval for funding recommendations, 4Culture Program Managers will work with each applicant to develop a Scope of ServiceServices and a Public Benefit agreement. The Scope of Service and the Public Benefit agreement are included in 4Culture'sfor the grant contract template andthat will be signed by both the grant recipient and 4Culture. To receiveFor ease of administration, 4Culture will use a contract template. 4Culture will structure multi-year contracts to provide for annual adjustments of contract payments based on the federal Bureau of Labor Statistics Consumer Price Index for all Urban Consumers for the Seattle area (CPI-U-Seattle).

Once the contract has been signed by both parties, invoices may be made to request reimbursement, the grant recipient must report on the contracted Public Benefit agreement. for qualifying expenses. When cultural organizations develop a Scope of Services, they can include a plan for a payment schedule that reflects the eligible expenses incurred on or after the award date and the organization's timeline for providing public benefits. Cultural organizations can submit invoices for partial or final payments.

Due to state law restrictions, 4Culture provides funding on a reimbursement basis, which means 4Culture provides funding for completed work, and not future work. The value of the cultural organization's invoice must be equal to, or more than, the expenses related to providing the organization's public benefit.

Cultural organizations will be required to submit a set of documents along with each invoice:

- A report that demonstrates the cultural organization's public benefit, including for incremental payments

- Examples of 4Culture acknowledgement via marketing or publicity materials
- Digital images documenting the project activities, including photo credits, permission to publish, and captions.

The process typically progresses along the following timeline.

3 months after the grant deadline

- Program staff draft the 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).
- Invoice payments typically happens within 3-5 weeks.
- 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.

~~G.~~L.   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.

4Culture maintains an online list of its current, upcoming, and ongoing funding opportunities. The 4Culture website will be updated to include funding opportunities and associated timelines and grant award announcements for the Doors Open program.[17] Additionally, 4Culture will develop a listserv where interested community members may subscribe to electronically receive this information as well as general Doors Open program updates.

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[17] 4Culture. Year At-A-Glance. URL: https://www.4culture.org/grants-artist-calls/year-at-a-glance/. Last accessed on October 8, 2024.

Equity Priorities for Outreach, Engagement and Communications

In 2020, to align the communications work with 4Culture's racial equity goals, 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. Since that 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 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.

In implementing the Doors Open program, 4Culture will also seek to increase outreach, engagement, and participation to include LGBTQ+, the disability community, youth, and immigrant and refugee populations.

4Culture's Outreach Engagement Strategies

The following sections outline several of the outreach and engagement strategies 4Culture uses in its engagement work and will employ for Doors Open.

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
- Nepantla Cultural Arts Gallery
- El Rey 1360 AM
- Local Services, Unincorporated King County
- Cinco de Mayo, Redmond
- Federal Way Community Festival
- Kenmore Town Square

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

- 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~~.~~, such as through the following resources:

- Online and in-person grant application workshops (free, drop-in, events held throughout the County~~))~~; and
- 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~~4Culture' website is accessible for the vision-impaired, including all linked PDF documents. ASL translation services are available on request. 4Culture commits to removing linguistic, cultural, and procedural barriers in applying for Doors Open funding opportunities that organizations commonly face in successfully applying for government funding and will solicit community feedback for continued improvements and incorporate learnings from its broader community outreach and engagement efforts.

~~**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.~~M.   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~~4Culture will ~~also provide assistance to~~ support cultural organizations ~~with emergency/~~needing consulting assistance for crisis situations by referring them to the consultant roster and funding some hours of consulting assistance.

Cultural organizations will have access to ~~the~~a consultant roster and will receive an allocation of consultant hours based on their eligibility, with the intent that all grantee organizations will have the opportunity to access consultant services through the roster and that organizations are allotted an appropriate number of hours to meet their stated need. Organizations that choose not to use the entirety of their allotted consultant hours will agree to allow those hours to be allotted to other grantees requesting consultant time. 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.~~N. 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.[18]
- 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.

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[18] "Title I public schools" refers to Part A (Title I) of the Elementary and Secondary Education Act, as amended by the Every Student Succeeds Act (ESEA), which provides supplemental financial assistance to school districts for children from low-income families.

- 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~~ability to be ~~falsified~~proven untrue or falsifiable 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. 4Culture will employ these strategies in its administration of Doors Open.

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 the funding and strategies established by 4Culture and King County's **Building for Equity initiative** to. The Doors Open capital grant program will 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 project size category.

A minimum of 25% of this Operating Support program will be allocated to cultural organizations ~~whose~~with a primary location ~~is~~ outside of the City of Seattle; and a minimum of 10% will be allocated to cultural organizations ~~whose~~with a 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~~

Program Criteria

Doors Open one time capital grant criteria established by Ordinance 19710 include Quality; Feasibility; Project Impact, Public Benefit; and Equity. 4Culture also included Qualifications and Economic Impact as grant criteria.

Application, Panel, and Award Process

The application process will be as described in the Application, Panel, Award, and Approval Process section. 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~~with the Council and ~~Exec~~Executive each appointing one member to each panel, 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~~Panel sessions will be held over a 1-to-3-day period, depending on the quantity of applications received. During this period, ~~the~~each 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. One-~~time~~Time Operating Support Program

Program Summary

The 2024 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 operating support consistent with the requirements of Ordinance 19710, and unrestricted ~~operating funds,~~to specific purposes allowing cultural organizations to deploy resources to their most emergent operating needs or where they will be most impactful for the delivery of the organization's mission. Grant awardees are required to provide proof of the public benefits of cultural programming produced. Ineligible program expenses, such as capital expenses and major equipment, are identified in the grant contract.

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~~based on a combination of:

- Budget size
- Average score, as determined by the panel
- an Advancing Equity Bonus, for those cultural organizations who are focusing on ~~marginalized~~vulnerable 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 cultural organizations ~~whose~~with a primary location ~~is~~ outside the City of Seattle; and a minimum of 10% will be allocated to cultural organizations ~~whose~~with a 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~~Ordinance 19710.

~~**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.~~

Program Criteria

Ordinance 19710 requires that proposals be evaluated based on the contributing to the organization's stability, public benefit, equity, and artistic substance. 4Culture also added program economic impact as a criterion.

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~~the process accessible for cultural organizations ~~who~~which may not have a professionalized grant writing team.

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

Applicants will also 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

Application, Panel, and Award Process

Like the applications for the one time capital grant program, applications for the onetime operating support program will be available for a minimum of five weeks, allowing applicants as long as possible to gather the information required. The application process will be as described in the Application, Panel, Award, and Approval Process section.

Each of the discipline areas[19] will have at least one panel and up to four panels, depending on the number of applications received. ~~Each~~ Like the panels convened for the one time capital grant program, each panel will have five members, ~~two of which are~~with one member appointed by the ~~King County~~ Council and ~~King County~~one member appointed by the Executive. ~~The~~Each panel ~~consists~~will consist 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.~~

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[19] heritage (excluding historic preservation), arts, science, and historic preservation.

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.

J.A. 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 One Time Grant Programs

Outreach ~~is~~will be 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 cultural 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

The Doors Open operating support program, which 4Culture will call "Sustained Support," provides ~~multi~~three year grants ~~for operating funds~~ to meet the ongoing needs of cultural organizations. These awards provide funds unrestricted ~~funds~~ to a specific purpose[20] to cultural organizations that have a track record of delivering programs and services for the benefit of the public. With funds for ~~unrestricted operating~~basic annual expenses such as rent, utilities, and payroll, organizations can deploy resources to their most emergent needs.

4Culture offers Sustained Support in each of ~~our~~the four funding program areas~~.~~: heritage, arts, science, and historical preservation (also referred to as the

> **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

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[20] Funds must be used consistent with the requirements of Ordinance 19710.

four disciplines). 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 Historical Preservation Sustained Support; they must have a minimum three-year operating history for Arts Sustained Support.

Program Criteria

Heritage

These awards provide ~~unrestricted~~operating 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, Economic Impact, and Heritage Priorities.

Historic Preservation

These awards provide ~~unrestricted~~operating 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, Economic Impact, and Preservation Priorities.

Arts

These awards provide ~~unrestricted~~operating 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, Economic Impact and Artistic Substance.

Science and Technology

Operating funds for science and technology cultural organizations provide ~~unrestricted~~operating 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, Economic Impact, 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.~~

The application process will be as described in the Application, Panel, Award, and Approval Process section. Award amounts have three components:

- A base award determined by the recipient ~~cultural~~ 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~~a cultural 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~~cultural 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~~<u>Cultural organizations</u> 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~~<u>4Culture plans to announce awards prior</u> to the ~~criteria~~<u>end</u> 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,~~<u>July 2025 and will provide an on-ramp to new</u> applicants ~~located outside Seattle, located in, and primarily serving a King County Community~~<u>for the duration</u> 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~~<u>cycle every fall (tentatively September). These are target timelines and 4Culture will</u> have ~~been awarded otherwise.~~

~~The panel's award recommendations will be sent~~<u>flexibility to adjust them</u> to ~~the Science and Technology Advisory Committee for review and subsequently~~<u>respond</u> to ~~4Culture's Board for final approval.~~<u>unforeseen circumstances.</u>

Engagement and ~~communications plan~~<u>Communications Plan</u>

4Culture's <u>existing Sustained Support</u> 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 <u>Established Engagement and Communications Channels.</u>

A special focus will be on reaching and engaging Science and Technology <u>cultural</u> organizations that are newly eligible for operating grant programs. For more detail on these outreach strategies, see <u>Special Focus on Science and Technology Outreach.</u>

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.~~To receive reimbursement, all Sustained Support recipients provide documentation on the public benefits provided, as detailed in the Doors Open Public Benefit Reporting Framework section. This reporting metric is collected by 4Culture for annual reporting and is evidence of the General Public Benefit and Equity and Geographic Inclusion Benefit requirements.

~~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 and historic preservation 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. [21] A 2019 study found that elementary students who received increased access to

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[21] James Catterall, 2012.

education programs from cultural organizations and teaching artists had decreased disciplinary rates, improved their writing achievement, and that students' compassion for others increased. [22]

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~~Prioritization of 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~~Prioritization of e increased access to students in schools that are located outside of established cultural centers.
- ~~We will prioritize~~Commitment of outreach and engagement of 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~~Prioritization of cultural organizations that are located outside of established cultural centers.
- ~~We will work~~Commitment to build and improve relationships between public schools and cultural organizations throughout King County.
- ~~We will collect~~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 through partnership between cultural organizations and the schools
>
> **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

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:

- Enable teachers and other school staff to find science, arts, ~~and~~ heritage, and historic preservation education programs that align with their classroom and school learning goals.
- Enable teachers and other school staff to find science, arts, ~~and~~ heritage , and historic preservation education programs from cultural organizations that reflect their school communities.

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[22] Daniel H. Bowen, 2019.

- 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~~organizations for the benefit of students.

Roster Priorities:

- Educators will be able to search and filter to find science, arts, ~~and~~ heritage, and historic preservation 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 of cultural organizations to partner with schools, which 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~~4Culture's cultural ~~orgs~~organizations 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~~organization school partner eligibility
   a. Meet all cultural organizational structural requirements for Doors Open
   b. Align with at least one of the ~~Discipline Definitions~~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~~organizations will provide organization and program information through an online portal on the 4Culture website.
   b. Prior to the initial launch of the roster, cultural 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~~Cultural organization name,
   ii. Discipline: Science, Arts, ~~and/or~~ Heritage, Historical Preservation
   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 (cultural 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~~Cultural organization's contact information
   xix. Link to program registration
   xx. Downloaded program information, e.g. photos, videos, case studies, lesson plan.
4. Cultural ~~Organizations~~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. Just as in the establishment of the roster, 4Culture will work to provide support to educators and cultural organizations to reduce barriers to accessing the benefits of the program. 4Culture's recently hired Cultural Education Program Manager will be a resource for matchmaking between educators and cultural organizations and for technical assistance in developing partnership agreements and Memoranda of Understanding.

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-lineonline memorandum of understanding (MOU). Technical assistance from 4Culture is available to both find relevant cultural organizations and complete the 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 the cultural partnersorganizations and school stakeholders will inform the design.
4. Upon completion of the partnershipMOU scope of work, a brief survey will automatically be sent to the teacher and the partnercultural organization r 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 legislationIn accordance with 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~~school districts with 40~~%+~~% or more 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~~%+~~% or more FRL rates to have access to transportation funds~~.~~, even if the district in which the school is located does not have an overall district rate of 40% or more FRL. This applies to 68 schools in 8 additional districts. The school districts and school count in each district are: – Bellevue (6), Enumclaw (1), Issaquah (2), Lake Washington (1), Northshore (2), Seattle (46), Shoreline (4), and 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~~organizations stakeholder engagement								
		Website + roster design requirements complete	Website + roster built						
					- Beta test website w/ school staff + ~~partners~~cultural organizations - 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~~organization 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, and historic preservation 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 races/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, and historic preservation 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

- o Goals: Understand the cost and process for funding school transportation to cultural partner facilities.
        - o Methods: 1-1 interviews
  - Science, Arts, ~~and~~ Heritage, Historic Preservation Education ~~Community~~Cultural Organizations:
    - o Goals: Gather functionality needed for roster and funding mechanism from a partner perspective.
    - o 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~~organizations 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~~Organization about Public School Cultural Access Program

Goal: Inform science, arts, ~~and~~ heritage, and historic preservation 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	- Inform program design [transportation managers, curriculum managers] - Support communication about program to school staff [communication managers]
School Teachers	- Inform program design through focus groups and beta testing, pre- and post-launch - Utilize cultural ~~education partners~~organization roster to arrange programs for students - Collaborate with cultural ~~education partners~~organization to plan programs and complete no-cost partnership agreement (or MOU) - Implement cultural learning programs with ~~partner~~partnering cultural organization - Complete brief post-partnership survey
Cultural Organization Education Programs	- 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	- Conduct stakeholder engagement with staff from schools and cultural ~~education partners~~organizations 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~~Cultural Access 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, and historic preservation 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 and historic preservation 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~~MOU 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 cultural 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 cultural organizations by program type, category, discipline

- Application and award levels to cultural organizations by organization size, demographics of leaders, staff (EQUITY INCLUSION BENEFIT)
- Application and award levels to cultural 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 historic preservation) 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.

> **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

Program Criteria

Grants may be used to support free and reduced cost attendance at arts, heritage, historic 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 whereatwhere head counts are taken and recorded.

Application, panelPanel, and award processAward 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 supportSustained Support grant recipients, if they meet all other program eligibility requirements. The operating supportSustained 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 King County's 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.

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. The increased grant amount for equity can only be used to support free and reduced cost programing.

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 and Geographic 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.

Through Building for Equity, 4Culture's priority is to act as a "first-in" funder for capital facility projects. By providing funding for new projects, 4Culture is able to play a unique role in catalyzing development of cultural infrastructure, enabling projects to move from conception to reality, and helping cultural organizations leverage additional resources. Many cultural sector funders focus on close-out or "cross-the-line" investments, so by serving as a "first-in" funder, 4Culture is fulfilling a gap in cultural funding. Additionally, because the Building for Equity program has an annual application cycle, once a project has gotten off the ground, a grantee can continue applying year after year until project completion.

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 includes the following programs.

Building for Equity: Facilities provides funding for building, remodeling, and buying specialized space that houses and facilitates cultural work in King County. Cultural Facilities grants are available to eligible King County-based nonprofit cultural organizations with a demonstrated long-term control of physical site. Two specialized programs beneath this include:

> **Anchoring Community** for facility projects with budgets larger than $10 million, and

> **Native Cultural Facilities** supports projects including land acquisition, renovations, and new construction that advances the preservation, expression, and vitality of Native culture.

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
- Foster equitable development throughout all corners of King County

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

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Building for Equity: Program Development (formerly called Capacity Building) invests in a cultural organization's development, allowing them to secure their long-term facility needs. These grants may fund a wide range of activities that increase a cultural organization's capability to advocate and plan for, fundraise for, lease, acquire, repair, remodel, and/or construct space suitable for their programming in a sustainable, long-term manner.

Equipment funds the purchase and installation of equipment that can be considered as fixed assets, including computer hardware.

Landmarks Capital funds rehabilitation of designated historic landmark properties in King County that are owned and/or stewarded by eligible Doors Open cultural organizations.

Emergency/Unforeseen grants meet a wide variety of unexpected facility needs for cultural organizations, and our funds are only available for actual costs incurred to repair or renovate cultural spaces.

Program Criteria

Building for Equity: Facilities criteria for facility projects with budgets of $10 million and under include Quality and Qualifications, Feasibility, Project Impact, and Public Benefit, Economic Impact, and Advancing Equity. Funding levels will be determined during the funding process based on revenue availability and applicant need.

Building for Equity: Anchoring Community criteria for facility projects with budgets larger than $10 million include Quality and Qualifications, Feasibility, Project Impact and Public Benefit, Economic Impact, 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 BuildingProject Development criteria include Quality and Qualifications, Feasibility, Impact and Economic 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.).

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

Native Cultural Facilities funding criteria are currently under development. A Native Cultural Facilities Advisory Council is working with 4Culture staff to refine funding criteria. The Advisory Council is a group of five community-based professionals with deep ties or personal experience with the Native community, experience in community-based projects, equitable funding platforms or grant-making program development, neighborhood, community, and/or facility project development, and cultural organizations.

Landmarks Capital criteria include Quality, Feasibility, Public Benefit, Economic Impact, 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~~Panel, and ~~award~~Award Process

The application process

 will be as described in the Application, Panel, Award, and Approval Process section. Each grant program and cycle ~~has~~have 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. 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.

~~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.~~
 While the emphasis of Building for Equity is "first-in" funding, 4Culture may reimburse grant recipients for project costs incurred up to two years prior to the application date, but not for any expenses incurred prior to January 1, 2024.

Engagement and ~~communications plan~~Communications Plan

Most of 4Culture's capital grant programs are well-established, and ~~our~~4Culture's 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 cultural 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~~Anchoring Community grants require cultural 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 cultural organization's facility or primary location and will benefit from participation in specific arts, culture, science and/or heritage opportunities provided by the cultural organization.

The cultural 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~~As part of the public benefit to be provided by this grant, ~~this organization agrees~~cultural organizations agree to ~~provide 6-hours to the Building for Equity Program. These hours may include participation~~participate in a ~~focus group, interviews with 4Culture staff~~cohort focused on equitable development practices. The goal of this cohort is to implement, measure, and evaluate equitable development practices throughout the planning, development and/or ~~to present at a 4Culture workshop. The intent of this participation is to evaluate the efficacy~~construction a facility project in a peer learning setting. Facilitated by 4Culture's team this cohort will meet regularly for a duration of ~~the Building for Equity Program through its participants and to create a community~~3 years including an annual presentation of ~~practice around planning, developing~~goals, outcomes, and ~~building facility projects.~~practices in a Community of Practice with equitable development practitioners in King County.

~~For organizations with project budgets of $10m or more, a unique public benefit is required. These~~Additionally, 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~~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~~Project Development or Launch grantee.

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

- Regularly scheduled cultural programs produced by the cultural organization offered to King County residents and visitors, either live or through virtual means
- Access to special events or educational programs offered by ~~this~~the cultural organization
- Participation/engagement of ~~this~~the cultural 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 cultural 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 cultural 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~~underserved King County populations such as students, senior citizens, or ~~other specific audiences~~vulnerable populations as defined by Ordinance 19710.

The **Landmarks Capital** program's public benefit centers on the rehabilitation and long-term stewardship of designated landmarks. A cultural organization that receives a Landmarks Capital ~~recipients~~grant 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'~~ cultural organizations that provide '"cultural support services" that improve career opportunities for King County's cultural practitioners. ~~Field~~Cultural support 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~~ cultural support services to support cultural practitioners. ~~Field~~Cultural support services refers to the constellation of programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County.

> **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

- **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~~success 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~~cultural support 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 a more systemic and sustained approach to ~~field~~cultural support services to enable the cultural sector to thrive during the regional affordability crisis.[23] In 2020, understanding and providing a systemic approach to ~~field~~cultural support 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.

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[23] 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~~Cultural support services, Post-Pandemic

A landscape scan of ~~Field Services~~ field services conducted by BERK Consulting in 2023 found that ~~field~~cultural support services offerings are most challenged by funding and staffing constraints among ~~field~~cultural support services providers. ~~Field~~Cultural support services are most robust in Seattle where providers are concentrated, and where funding and programming is augmented by the City of Seattle. ~~Field~~Cultural support 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.

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
• yəhaw̓ Indigenous Creatives Collective
• Ethnic Heritage Council
• Museum Educators of Puget Sound
• TeenTix

Program and Allocation Summary

Countywide Initiatives will help 4Culture provide transformative funding to cultural organizations that provide field services ~~providers who~~to 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~~cultural support services providers to support individual practitioners of all cultural disciplines. Additionally, 4Culture will develop a cultural support roster to connect cultural support service providers to cultural practitioners.

~~Program Criteria~~

~~This program~~Program Criteria

The recipients of field service grant funding 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~~that provide or would like to provide ~~field~~cultural support 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.

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

Application, Panel, and Award Process

The application process will be as described in the Application, Panel, Award, and Approval Process section. ~~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~~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~~cultural support services partners involved in the development of the ~~Field Services~~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
- yəhaw̓ 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 cultural 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 cultural 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 cultural organizations, paired with capacity building and technical assistance. New cultural organizations will have a pathway to receiving Sustained Support, which is only available to cultural

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

organizations with a minimum 2-year operating history for heritage and preservation and 3-year operating history for arts. ~~Organizations~~ Cultural 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 cultural 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.~~

For the purposes of the Launch program, 4Culture further defines "**emerging organizations**" as Doors Open-eligible cultural organizations that 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.

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New collaborative ventures among existing cultural 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 cultural 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.~~

Additionally for a specific cultural event or use, in accordance with Ordinance 19710, a cultural entity that does not have 501c3 status may contract with a fiscal sponsor cultural organization to be eligible for Launch Program funding.

The Launch Program will prioritize cultural organizations and cultural entities based outside of Seattle, or in a ~~Community of Opportunity~~Community of Opportunity (COO), or ~~meeting other equity criteria~~serving a vulnerable population, for funding and support.

Program criteria for selecting new and emerging cultural organizations, as well as fiscally sponsored cultural entities 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~~ Innovation, Public Benefit, ~~Feasibility, and~~ Advancing Equity~~.~~, Feasibility, Economic Impact, and Goals. For these purposes, innovation is defined as providing programming or services that current cultural organizations do not offer, demonstrating a new idea or concept in the cultural organization's field, or providing new services to currently underserved geographic areas or communities. The goals criteria will require a cultural organization to show clearly stated goals to achieve what the cultural organization considers success and a method to measure that success.

Application, Panel, and Award Process

The application 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.~~as described in the Application, Panel, Award, and Approval Process section. Grant contract terms will be 2-3 years, to help sustain new and emerging cultural organizations or support the fiscally sponsored cultural entity until the next Sustained Support application round ~~that~~for which 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 cultural 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 cultural organizations, as well as the fiscal sponsor cultural organization 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 cultural 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 a long-held value at 4Culture. Built into each of the six Doors Open programs is the requirement that the recipient cultural 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 cultural organizations outside of established cultural centers and that of all Doors Open funding, a minimum of 10% goes towards cultural organizations in Communities of Opportunity or serving vulnerable populations.

Per the ordinanceIn accordance with Ordinance 19710, the goals for this funding are:

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.

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.

Outside of the City of Seattle

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

Communities of Opportunity

~~Organizations~~Cultural 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 cultural 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~~filled in ~~March~~ mid-2024 and ~~the new hire~~ is ~~expected to join by early summer 2024. The Evaluator will help~~helping 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.

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

~~Timeline for Assessment Report~~

~~4Cuture 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.~~

The Evaluation Manager is developing a Doors Open program results-based accountability evaluation framework for the that will be completed by early 2025.

Methodology for Assessment and Evaluation

The assessment and evaluation of the impact of Doors Open funding will draw from multiple methods (mixed methods approach) and levels of analysis of stakeholders. The following table summarizes the different levels, methods, and data sources 4Culture will leverage.

Levels of Data Analysis	Methods	Potential Sources
Grantee and Applicant Impact Data	• **Descriptive statistics** on the category/discipline, organizational demographics and geographic dispersion of awarded grantees; • **Qualitative data** includes in-depth case studies, semi-structured interviews, focus groups, content analysis	• Applicant and Awardee data • Photographic submissions • Site visits by external reviewers • Local press • Staff insights
Audience and Participants	• Survey data • Organizational partners working with schools	• Audience and attendee survey data • Youth satisfaction surveys through org partnerships

Creative Workforce Sector Studies	• Statistical data • Supplemental surveys • Partnering with reputable research partners will be key	• ArtsFund and other regional partners • American Community Survey • Creative Vitality Index / WESTAF data
King County Residential Polling/ Opinion Data	• Polling based	• Text or email polling using statistically representative sample of residents

Assessment Report Requirements

As required ~~in the ordinance~~by Ordinance 19710, 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~~In accordance with Ordinance 19710, 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 cultural organizations located in and serving Communities of Opportunity
- Data and findings on capacity building and growth for cultural organizations located and serving communities outside of Seattle
- Recommendations for future improvements or changes to Doors Open program processes, criteria, and reporting requirements

Timeline for Assessment Report

4Cuture plans to deliver the required 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.

- ~~organizations located and serving communities outside of Seattle~~
- ~~Recommendations for future improvements or changes to Doors Open program processes, criteria, and reporting requirements~~

Evaluating the Doors Open Program Impact and Annual Reporting

As stated above, 4Culture will incorporate updates on Doors Open in 4Culture's published annual report and budget report submitted to the Executive and King County Council through the duration of the Doors Open program. 4Culture's 2025 annual report should include the evaluation framework that will be used to measure the impact of the Doors Open with the goal of allowing the King County Council to provide feedback on development of the evaluation framework. Beginning in 2026, 4Culture's annual report should include progress reports measuring the Doors Open program impact.

4Culture's annual reports should also show the breakdown of Doors Open funding allocations according to Doors Open requirements, including the requirement that up to 25% of program funding be awarded to cultural programming and projects outside of Seattle and that 10% be awarded within Communities of Opportunity or to cultural organizations serving vulnerable populations. In order to identify growth opportunities, annual reports should identify any areas of underspending due to unclaimed awards or lack of eligible programs and projects.

7. Appendices

A. Itemization of Doors Open Start-Up Costs

~~Table~~The table below 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-Sharan 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 programing, 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

Arthur Bednar (Seattle, District 4)

Arthur is a lifelong learner and museum enthusiast that joined The Museum of Flight in 2014, serving in a variety of roles leading and supervising STEM programming for K-12 youth within the greater Puget Sound region. Currently he serves as a Senior Program Manager overseeing the Boeing Academy for STEM Learning Core Programs. He holds a M.A. in History from The University of North Florida.

Stephanie Bohr (Seattle, District 4)

Stephanie has worked in the zoo, aquarium, and museum field for more than twenty years. She is the Director of Learning Programs and Partnerships at Woodland Park Zoo, where she leads three teams that create programs for children, teens, and adults both at the zoo and in Seattle communities. Stephanie is a proud alumna of North Carolina State University, where she earned a B.S. in Zoology and MEd in Science Education.

Kent Chapple (Seattle, District 4)

Kent is the Education Program Manager at Oxbow Farm and Conservation Center in Carnation, WA. He was born and raised in the Pacific Northwest (Portland, OR), and has over 17 years of experience designing and delivering environmental education and science programming, including Northwest cultural and natural history, organic farming, foodshed, watershed and marine science education. Kent earned his BS in Biology from Southern Oregon University and his Masters in Education from the University of California Santa Cruz.

Felipe Vera (Seattle, District 8)

Felipe Vera is a Portfolio Manager and Program Coordinator in the Communications Division at the Gates Foundation. As co-lead of the Latinos in Philanthropy Employee Resource Group and an active member of the Out for Good & Allies (LGBTQIA+) and Disabilities Advocacy Group ERGs, Felipe is deeply committed to fostering workplace inclusion and advocating for underrepresented communities.

Freeda Warren (Seattle, District 4)

Freeda is Pacific Science Centers Chief Advancement Officer and a seasoned expert in nonprofit fundraising and communications. With over three decades of experience, she's a powerhouse in driving impact through marketing, public relations, fundraising, and more. Freeda holds a Juris Doctor degree from Seattle University School of Law and a Bachelor of Arts degree in African American Studies and U.S. History from the University of California, Davis.

Rosie Wilson-Briggs (Burien, District 8)

Rosie Wilson-Briggs is the School Programs Manager at the Environmental Science Center in Burien. She holds a Masters degree in Urban Environmental Education from Antioch University, and a certificate in Scientific Illustration from the University of Washington. She has worked with many regional environmental organizations, including the Seattle Aquarium, the UW Botanic Gardens, and the Schooner Adventuress. Rosie is focused on reducing systemic barriers to environmental education, and on supporting communities in their unique relationships to the outdoors.

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.~~

Doors Open Implementation Plan (2024-0236)
King County Council Review and Amendment Schedule
As of October 29, 2024

Action	Committee/Council	Date	Amendment Deadlines
Introduction and referral	Full Council	August 20th	
Discussion Only	COW	August 27th	
Briefing	Special RPC	September 3rd	
Discussion Only	COW	September 24th	
Briefing	Special RPC	September 30th	
Hold for Discussion/Possible Action	COW	October 21st	
Discussion/Possible Action	COW	November 4th	Striker Direction to Staff: October 21st COB Striker Distributed: October 28th COB Line Amendment Direction to Staff: October 30th COB
Discussion/Possible Action	Special RPC	November 20th	Striker Direction to Staff: November 12th noon Striker Distributed: November 14th COB Line Amendment Direction to Staff: November 15th COB
Final Action	Full Council	November 26th	

King County

Dow Constantine
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July 29, 2024

The Honorable Dave Upthegrove
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember Upthegrove:

I am pleased to transmit a proposed Ordinance that would if enacted, approve the Doors Open cultural access program implementation plan as called for by Ordinance 19710, as well as govern the expenditure of the cultural access sales and use tax from 2024 through 2031 to achieve outcomes related to public and educational benefits and economic support for arts, science, and heritage organizations.

In December 2023, the King County Council passed Ordinance 19710, authorizing the creation of the King County Doors Open cultural access program. Ordinance 19710 requires the transmittal to the Council of an implementation plan that, once adopted, will govern the expenditure of the sales and use tax's proceeds until the tax expires in 2031.

The sales tax is expected to generate approximately $741 million in revenue between 2024 and 2031, according to the King County Office of Economic and Financial Analysis's July 2024 forecast. The enclosed plan describes the forecasted expenditure of sales tax proceeds consistent with Ordinance 19710. It identifies and describes how the Doors Open program will utilize this funding 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; and
- provide financial support for cultural organizations to continue and extend the numerous public benefits they provide.

The enclosed implementation plan further details 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.

The Honorable Dave Upthegrove
July 29, 2024
Page 2

Thank you for your continued support of the Doors Open cultural access program.

If your staff have questions, please contact Brian Carter, Director, Executive Director of 4Culture, at 206-263-1586.

Sincerely,

for

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
            ATTN: Stephanie Cirkovich, Chief of Staff
                    Melani Hay, Clerk of the Council
            Karan Gill, Chief of Staff, Office of the Executive
            Penny Lipsou, Council Relations Director, Office of the Executive
            Dwight Dively, Director, Office of Performance, Strategy and Budget
            Aaron Rubardt, Deputy Director, Office of Performance, Strategy and Budget
            Brian Carter, Director, 4Culture

2023-2024 FISCAL NOTE

Ordinance/Motion:
Title: Doors Open Implementation Plan
Affected Agency and/or Agencies: 4Culture / PSB
Note Prepared By: Chris McGowan, Executive Analyst, Office of Performance, Strategy & Budget
Date Prepared: 7/9/2024
Note Reviewed By: Aaron Rubardt, Deputy Director, Office of Performance, Strategy & Budget
Date Reviewed: 7/25/2024

Description of request:

Implementation plan provides a framework for the Doors Open program.

Revenue to:

Agency	Fund Code	Revenue Source	2023-2024	2025	2026-2027
Cultural Development Authority	1160	Sales Tax	72,000,000	100,000,000	200,000,000
TOTAL			**72,000,000**	**100,000,000**	**200,000,000**

Expenditures from:

Agency	Fund Code	Department	2023-2024	2025	2026-2027
Cultural Development Authority	1160	4Culture	72,000,000	100,000,000	200,000,000
TOTAL			**72,000,000**	**100,000,000**	**200,000,000**

Expenditures by Categories

Expenditures[2]	Fund Code	Department	2023-2024	2025	2026-2027
4Culture Admin & Startup Costs	1160	4Culture	3,600,000	3,000,000	6,000,000
One-Time Operating Support Program	1160	4Culture	24,100,000	0	0
One-Time Capital Support Program	1160	4Culture	24,100,000	0	0
Public School Cultural Access	1160	4Culture	3,030,000	14,550,000	29,100,000
Launch	1160	4Culture	600,000	2,900,000	5,800,000
Building for Equity	1160	4Culture	2,020,000	9,700,000	19,400,000
Public Free Access	1160	4Culture	3,030,000	14,550,000	29,100,000
Sustained Support	1160	4Culture	10,100,000	48,500,000	97,000,000
Countywide Initiatives	1160	4Culture	1,420,000	6,800,000	13,600,000
TOTAL			**72,000,000**	**100,000,000**	**200,000,000**

Does this legislation require a budget supplemental? Yes, additional appropriation authority will be requested in another ordinance.

Notes and Assumptions:

[1] Budget authority for the Doors Open program is included in the 2023-2024 3rd Omnibus and will be included in the 2025 Proposed Budget. The Council has authorized the tax collection by ordinance in 2023. This legislation will have no direct fiscal impact but will guide the implementation of the program.

[2] Funding allocation includes 25% for programming or projects outside of Seattle and 10% programming in Communities of Opportunity or for vulnerable populations.