



# King County

1200 King County  
Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Meeting Agenda Committee of the Whole

*Claudia Balducci, Chair;*  
*Teresa Mosqueda, Vice Chair;*  
*Jorge Barón, Rod Dembowski, Reagan Dunn, Sarah Perry,*  
*De'Sean Quinn, Pete von Reichbauer, Girmay Zahilay*

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

9:30 AM

Tuesday, August 26, 2025

Hybrid Meeting

### REVISED AGENDA

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](mailto: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/join>, 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.



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](mailto:Tera.chea2@kingcounty.gov) by 8:00 a.m. three business days prior to the meeting.

**CONNECTING TO THE WEBINAR:**

Webinar Meeting ID: 872 3341 5187

If you do not have access to the ZOOM application, you can connect to the meeting by calling 1 253 215 8782 and using the Webinar ID. Connecting in this manner, however, may impact your ability to be unmuted to speak.

**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](http://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

*July 22, 2025 meeting minutes.*

4. **Public Comment**



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## Briefings

5. [Briefing No. 2025-B0128](#) p. 7

King County Department of Community and Human Services Contract Audit

*Kymber Waltnunson, County Auditor, Auditor's Office*

*Megan Ko, Principal Auditor, Auditor's Office*

6. [Briefing No. 2025-B0129](#) p. 8

Federal Government Update Impacts on Operations and Funding

*Dwight Dively, Director, Office of Performance, Strategy and Budget*

7. [Briefing No. 2025-B0127](#) p. 9

4Culture Annual Report and Doors Open Evaluation Framework

*Gene Paul, Council staff*

*Brian Carter, Executive Director, 4Culture*

*Claire Miccio, Senior Government Relations Manager, 4Culture*

*Calandra Childers, Director of Program Strategy & Impact, 4Culture*

8. [Briefing No. 2025-B0126](#) p. 99

King County Library System Annual Report

*Heidi Daniel, Executive Director, King County Library System*

*Jeffery Guddat, Trustee & Board Secretary*

*John Sheller, Government Relations Manager*

## Other Business

## Adjournment



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# King County

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## Meeting Minutes Committee of the Whole

*Claudia Balducci, Chair;  
Teresa Mosqueda, Vice Chair;  
Jorge Barón, Rod Dembowski, Reagan Dunn, Sarah Perry,  
De'Sean Quinn, Pete von Reichbauer, Girmay Zahilay*

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

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9:30 AM

Tuesday, July 22, 2025

Hybrid Meeting

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### DRAFT MINUTES

1. **Call to Order**

*Chair Balducci called the meeting to order at 9:34 a.m.*

2. **Roll Call**

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

3. **Approval of Minutes**

*Councilmember Dunn moved approval of the minutes of the May 27, 2025 and June 20, 2025 meetings. Seeing no objections, the minutes were approved.*

4. **Public Comment**

*There was no one present to provide public comments.*



## Consent

### 5. [Proposed Motion No. 2025-0210](#)

A MOTION approving the extension of the executive's appointment of Stephen Heard as acting director of the King County department of information technology.

*This matter was expedited to the August 19, 2025 Council agenda.*

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

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

## Discussion and Possible Action

### 6. [Proposed Motion No. 2025-0080](#)

A MOTION confirming the executive's appointment of David Grossman, who resides in council district two, to the Harborview Medical Center board of trustees, as a council at-large representative.

*Sam Porter, Council staff, briefed the committee. Steffanie Fain, President, Harborview Board of Trustees, provided comments. Dr. David Grossman, appointee to the Harborview Board of Trustees, provided comments on his background and interest in serving on the board, and answered questions from the members.*

*This matter was expedited to the August 19, 2025 Council agenda.*

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

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

## Briefing

### 7. [Briefing No. 2025-B0113](#)

Harborview Medical Center - General Update and Bond Program Update

*Neeru Kaur, Respiratory Care Practitioner, Harborview Medical Center, Lindsey Grad, Legislative Director, SEIU 1199, and Brian Edwards, President, WFSE 3488, provided comments and answered questions from the members.*

*The Chair recessed the meeting at 10:14 a.m. The meeting was reconvened at 10:17 a.m.*

*Steffanie Fain, President, Harborview Board of Trustees, provided comments and answered questions from the members. Sommer Kleweno Walley, Chief Executive Officer, Harborview Medical Center, briefed the committee via a PowerPoint presentation and answered questions from the members. Anthony Wright, Director, Harborview Construction and Infrastructure, King County Executive's Office, briefed the committee via a PowerPoint presentation and answered questions from the members.*

**This matter was Presented**

### 8. [Briefing No. 2025-B0114](#)

Federal Government Update Impacts on Operations and Funding - Preparing to Respond to and Mitigate Expected Cuts and Impacts of the Recently Passed Trump Tax Bill

*Dwight Dively, Director, Office of Performance, Strategy and Budget, briefed the committee via a PowerPoint presentation and answered questions from the members.*

**This matter was Presented**

## Other Business

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

## Adjournment

*The meeting was adjourned at 11:50 a.m.*

Approved this \_\_\_\_\_ day of \_\_\_\_\_

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Clerk's Signature



## **Committee of the Whole**

**August 26, 2025**

**Agenda Item No. 5  
Briefing No. 2025-B0128**

**King County Department of Community and Human  
Services Contract Audit**

**Any materials for this item will be available after the  
meeting.**



**King County**

**Committee of the Whole**

**August 26, 2025**

**Agenda Item No. 6  
Briefing No. 2025-B0129**

**Federal Government Update Impacts on Operations  
and Funding**

**Any materials for this item will be available after the  
meeting.**



## King County

# Metropolitan King County Council Committee of the Whole

### STAFF REPORT

<b>Agenda Item:</b>	7	<b>Name:</b>	Gene Paul
<b>Proposed No.:</b>	2025-B0127	<b>Date:</b>	August 26, 2025

### SUBJECT

A briefing from 4Culture staff to present 4Culture's 2024 Annual Report and to receive feedback on the draft Evaluation Framework for the Doors Open program.

### SUMMARY

King County's arts and heritage programs are administered by 4Culture, which was established by the Council in 2002 as King County's cultural public development authority.<sup>1</sup> Dedicated lodging tax revenues are allocated to 4Culture to administer and distribute to local cultural programs. 4Culture also administers the Doors Open cultural access program that is funded by the cultural access sales tax which began in 2024. Finally, 4Culture oversees King County's 1% for Art program which is funded by County capital projects.

The King County Code requires 4Culture to submit an annual report that summarizes the organization's significant accomplishments and financial information to the Executive and the County Council. The Code also requires 4Culture to meet with the Committee of the Whole to brief the annual report.<sup>2</sup>

The Doors Open Implementation Plan, first adopted by the Council in November 2024, required that the 2024 Annual Report also include the draft Evaluation Framework that will be used to measure the impact of the Doors Open Program with the goal of allowing the King County Council to provide feedback on development of the Evaluation Framework.<sup>3</sup> The Evaluation Framework summarizes the theory of change model that 4Culture has developed to connect the financial support provided to cultural organizations to the outcomes desired by the Doors Open ordinance. The Framework also provides an overview of the types of performance measures to be used and the timeline for when data will be available.

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<sup>1</sup> Ordinance 14482, K.C.C. 2.49 [\[LINK\]](#)

<sup>2</sup> K.C.C. 2.49.160 [\[LINK\]](#)

<sup>3</sup> Ordinance 19868 enacted December 9, 2024. [\[LINK\]](#)

## **BACKGROUND**

**4Culture's History, Funding and Programs.** The King County Council created 4Culture, King County's cultural public development authority, in 2002 through Ordinance 14482 in order "to support, advocate for and preserve the cultural resources of the region in a manner that fosters excellence, vitality and diversity." 4Culture is governed by a fifteen-member Board of Directors, who are nominated by either the Executive or the Council and then confirmed by the Council.

4Culture's name was derived from its four original cultural programs. A fifth cultural program was added through the Doors Open Program in 2024, but 4Culture retained its name. The cultural programs include:

- **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 for new capital construction projects.
- **Science and Technology.** This fifth cultural area was added through the Doors Open Program. 4Culture provides capital and operating support to eligible organizations that have an explicit focus on science or technology.

**4Culture Reporting Requirements.** Under King County Code (K.C.C.) 2.49.160, 4Culture must submit an annual report to the Executive and the Council by April 15th of each year that contains the following information:

- A summary of significant accomplishments;
- An updated estimate of expenditures for the current fiscal year;
- A summary of cultural programs, public art projects, and all other projects and activities to be undertaken during the current year; and
- Other information as may be required in the charter of the authority.

Additionally, the County Code also requires 4Culture to meet with the 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.

**Doors Open Program.** In December 2023, the Council established the King County Doors Open Program to support cultural organizations. Doors Open is funded through a one-tenth of one percent (0.1%) sales and use tax imposed by the County for seven years beginning in April 2024 and ending in March 2031.<sup>4</sup> The total revenues collected for the program are forecasted to be approximately \$727 million for all seven years (approximately \$104 million per year on average).<sup>5</sup>

**Doors Open Implementation Plan.** Ordinance 19710, which established the Doors Open Program, also required the development of the Doors Open Implementation Plan. The Doors Open Implementation Plan was required to include 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 details about a required Doors Open program assessment report.

The Doors Open assessment report called for by Ordinance 19710 would specifically address the effectiveness of the program funding in:

- Expanding cultural organizations' operations, offers of discounted and free admission, and 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 many segments of the county population;
- Fostering the creation and development of new cultural organizations throughout King County, reducing geographic barriers and ensuring that residents have improved access to cultural organization resources; and
- Supporting the growth and development of cultural centers throughout King County to promote healthy and vibrant communities.

Ordinance 19710 also required that the future assessment report 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.

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<sup>4</sup> Ordinance 19710, enacted December 18, 2023. [\[LINK\]](#)

<sup>5</sup> King County Office of Economic and Financial Analysis's July 2025 forecast [\[LINK\]](#)

- Recommendations for future improvements or changes to Doors Open Program processes, criteria, and reporting requirements.

The assessment report is planned to be delivered in 2029.

**Evaluation Framework.** In order to produce an assessment report that addresses the requirements of the Doors Open legislation and Implementation Plan, 4Culture provided in the Implementation Plan that they had already hired an Evaluation Manager who would work "with community partners to develop a Doors Open Program results-based accountability evaluation framework."<sup>6</sup> In addition to addressing the effectiveness of the program funding identified above, the Evaluation Framework represented in the Implementation Plan would describe how measures of geographic diversity, including Zip Code, will be used to inform program success. The Implementation Plan also called for 4Culture to recommend a strategic approach to improve the ability of local arts organizations and 4Culture to collect demographic and geographic origin data on program participants.

The Doors Open Implementation Plan additionally required that the 2024 Annual Report include the draft Evaluation Framework that will be used to measure the impact of the Doors Open Program with the goal of allowing the Council to provide feedback on development of the Evaluation Framework. The draft Evaluation Framework and Evaluation Plan are included as Attachments 3 and 4.<sup>7</sup> The Evaluation Framework fulfills the Implementation Plan requirement but 4Culture also provided the accompanying Evaluation Plan that offers additional detail about how the evaluation strategy will be implemented. 4Culture has expressed that both documents are working documents that will evolve as 4Culture receives feedback and refines the Evaluation Plan.

## **ANALYSIS**

**2024 Annual Report.** 4Culture's 2024 Annual Report, transmitted to the Council in April 2025, highlights the significant accomplishments from 2024 and provides an estimate of expenditures from that year as required by the County Code. The highlights include the creation of the Doors Open Implementation Plan, which was approved by the Council in November 2024,<sup>8</sup> and the announcement of the first round of Doors Open funding, which would provide more than \$165 million to over 700 cultural organizations. As required by the Doors Open Implementation Plan, the Annual Report also provides a geographic breakdown of the Doors Open applications and awards by Council District,

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<sup>6</sup> Page 52, Attachment B to Ordinance 19868, enacted December 9, 2024. [\[LINK\]](#)

<sup>7</sup> The versions of the Evaluation Framework and Plan included in the packet were provided by 4Culture on August 18, 2025. These versions have technical edits to correct typos that were in the versions originally transmitted with the Annual Report. The original versions of the documents are available under File # 2025-RPT0039. [\[LINK\]](#)

<sup>8</sup> Ordinance 19868, enacted December 9, 2024. [\[LINK\]](#)



Zip Code, and city. The following tables summarize the application and awards by Council District.

**Table 1.**  
**2024 Doors Open Facilities Applications and Awards by Council District**

<b>Council District</b>	<b>Total Applicants</b>	<b>Total Grant Awards</b>	<b>Total Funding</b>
1	4	4	\$1.4M
2	30	18	\$9.7M
3	9	8	\$2.4M
4	24	10	\$3.8M
5	8	5	\$1.6M
6	6	3	\$520,000
7	6	4	\$750,000
8	42	26	\$11.6M
9	6	5	\$1.1M
<b>Totals</b>	<b>135</b>	<b>83</b>	<b>\$32.9M</b>

**Table 2.**  
**2024 Doors Open Sustained Support Applications and Awards by Council District**

<b>Council District</b>	<b>Total Applicants</b>	<b>Total Grant Awards</b>	<b>Total Funding</b>
1	50	48	\$1.4M
2	102	100	\$5.7M
3	42	42	\$1.6M
4	116	115	\$8.1M
5	35	34	\$1.4M
6	46	45	\$2.1M
7	18	18	\$900,000
8	165	162	\$11.1M
9	22	22	\$529,000
<b>Totals</b>	<b>596</b>	<b>586</b>	<b>\$32.83M</b>

Overall, the report shows that 4Culture expended approximately \$21.6 million for all programs and services and collected \$92.6 million in revenues in 2024. The timing of Doors Open funds being collected in 2024 but awarded in 2025 is largely responsible for this difference between higher revenues and lower expenditures. 4Culture's total estimated ending Fund Balances were \$112.8 million in 2024.

The annual report also provides a summary of projects and activities planned for 2025. These include:

- Installing new public art projects throughout the County;
- Developing the Evaluation Plan for the Doors Open program;
- Engaging with the community and recently funded cultural organizations;
- Opening the Doors Open Launch grant program to provide operating support and capacity building support services;

- Creating the Network of Support program's roster of coaches, mentors, and consultants who will provide as-needed support services to Doors Open awardees;
- Expanding the Public Free Access program and the Building for Equity facilities program; and
- Launching the Public School Cultural Access Program by creating the roster that will connect schools and cultural organizations, piloting the transportation program, and running a three-year grant program to fund these activities.

**Evaluation Framework.** The Evaluation Framework (Attachment 3) is the document required by the Doors Open Implementation Plan. It is the shorter and more summarized document when compared to the Evaluation Plan (Attachment 4). 4Culture staff indicated that they provided the Evaluation Plan for additional context but will focus on collecting feedback on the Evaluation Framework at the August 26<sup>th</sup> Committee of the Whole meeting.

*Evaluation Principles.* The Evaluation Framework provides an overview of 4Culture's organizational mission, vision, and values, as well as the principles the organization has identified for the evaluation process. These principles include:

- Evaluation should focus on building evidence related to the Doors Open Theory of Change and the responsible management of public funds;
- Evaluation should align with the 4Culture's mission, vision, and values;
- Evaluation should balance respondent burden with the need to collect data and should attend to equity by matching requests to respondent capacity;
- Evaluation capacity should be developed across the entire cultural sector; and
- 4Culture will seek to provide technical assistance, provide resources for participating in evaluation activities, and share results back to respondents.

*Theory of Change.* The Evaluation Framework presents a theory of change, which is shown below in Figure 1, to demonstrate how the public investments made through the Doors Open Program could lead to the effectiveness outcomes identified in the Doors Open Ordinance. A theory of change is a model that shows how actions and strategies result in the desired outcomes and impacts. The tool can be used for planning, implementation, and evaluation.<sup>9</sup>

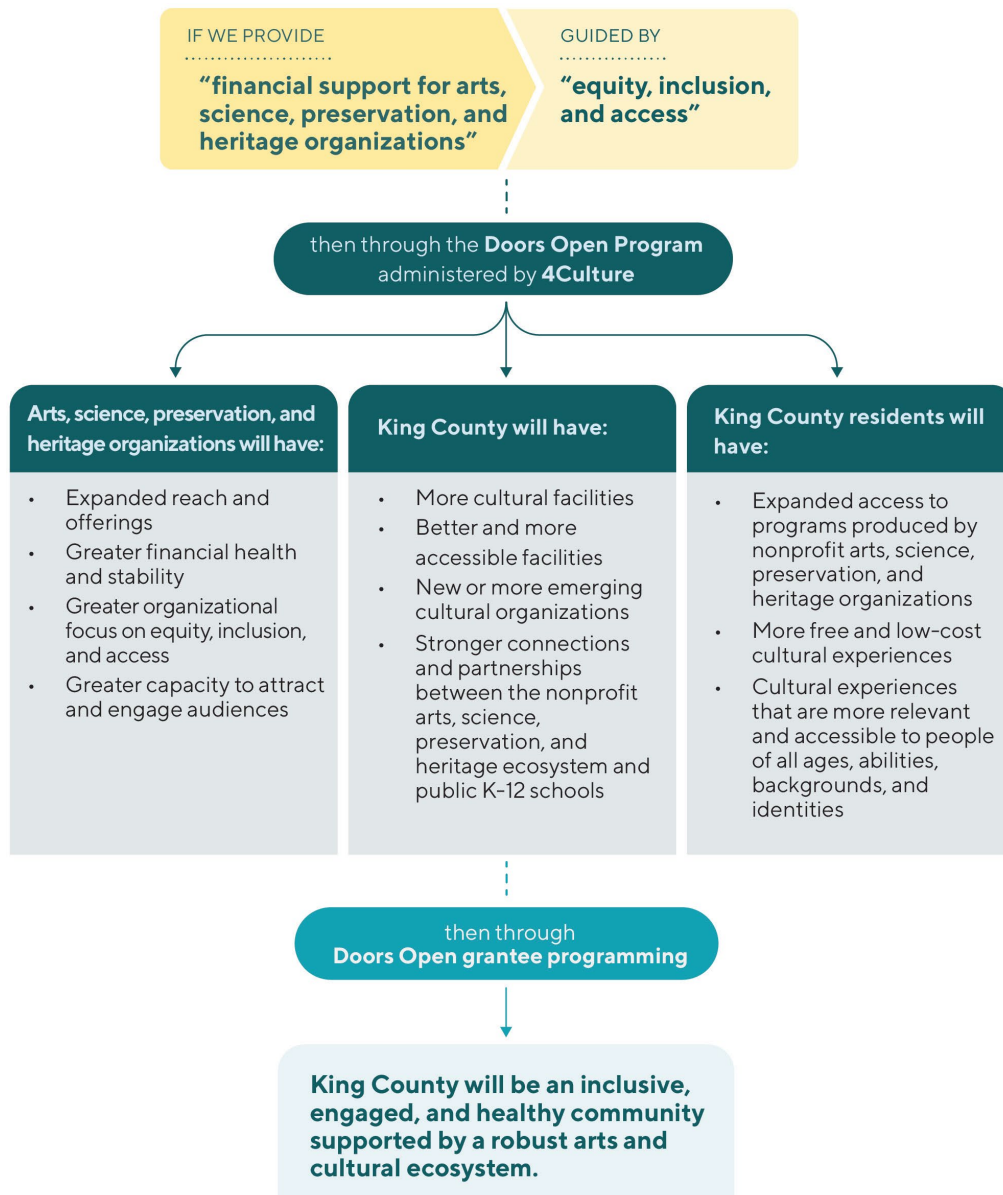
This particular theory of change begins with the financial support that 4Culture provides to cultural organizations. The financial support, which 4Culture allocates through the Doors Open Implementation Plan and guided by their organizational mission, vision, and values, enables the cultural organizations that receive those funds to have better organizational stability, expanded offerings to the community, and a greater organizational focus on equity, inclusion, and access. At the same time, the financial support would result in the County having more cultural facilities, new and more cultural

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<sup>9</sup> "Developing a Theory of Change," The Annie E. Casey Foundation. [LINK](#)

organizations, and stronger connections between cultural organizations and K-12 public schools. Additionally, County residents would have expanded access to cultural programming, including more free and low-cost experiences, and cultural experiences would be more relevant and accessible to all people. The result of all these outcomes is that Doors Open programming should produce “an inclusive, engaged, and healthy community supported by a robust arts and cultural ecosystem.”

**Figure 1.**  
**Doors Open Program Theory of Change**



*Assessment and Measurement.* To produce the required Doors Open Assessment Report and to determine if this theory of change model is accurate, the Evaluation Framework proposes to assess each of the six individual Doors Open programs as well as the collective impact of the Doors Open funding. The Evaluation Framework also proposes to measure results at three levels.

The first level of measurement is monitoring and compliance. The measures for monitoring and compliance would describe adherence to the Doors Open ordinance and Implementation Plan. The measures would compare funding allocations according to the ordinance requirements, report on deadlines and milestones met, and also provide the number and percentage of grantees that provided the required general public benefit and either the equity or geographic inclusion benefit.

The second level of measurement would focus on program performance and use measures that describe the quality of program implementation that are tailored to the primary objectives for each of the six Doors Open programs. These measures are described in greater detail in the Evaluation Plan (Attachment 4).

The collective success of the Doors Open Program would be measured using the impact measures, the third level of measurement, against the four-part success definition in the Doors Open Ordinance. This success definition centered on expanded access to cultural experiences for residents and public school students and the health and strength of the organizations in the cultural sector. In order to measure impact, 4Culture's evaluation would utilize a mix of methods and data sources like surveys, interviews, program data, and geographic information systems (GIS).

*Timeline.* The Evaluation Framework indicates that monitoring and compliance data, which describes how well 4Culture adheres to the requirements of the Doors Open ordinance and Implementation Plan, will be available each year from 2025 through the full Doors Open Assessment in 2029. The program performance data, which describes the implementation of specific Doors Open Programs, would be limited in 2025 to the 2024 capital and operating support programs but would have the full six Doors Open Programs in subsequent years. Finally, the impact data, which would describe the collective benefit of Doors Open, would have a baseline established in 2026 and the full assessment report on impact would be provided in 2029. According to the Implementation Plan, 4Culture's annual reports, beginning with the 2025 report (which will be transmitted in 2026), will also include progress reports measuring the Doors Open Program impact.

*Geographic and Demographic Data.* The Implementation Plan also required the Evaluation Framework to describe how measures of geographic diversity, including Zip Code, will be used to inform program success. The Implementation Plan also called for 4Culture to recommend a strategic approach to improve the ability of local arts organizations and 4Culture to collect demographic and geographic origin data on program participants. 4Culture has indicated that geographic diversity will be measured by Zip Code, Council District, and inside or outside of Seattle, as required by the Implementation Plan. The strategic approach to collecting program participant data is still in development. 4Culture staff indicated that participant data collection is not standardized across the cultural sector and collection can be burdensome, especially for small, all-volunteer organizations. 4Culture is considering a template and technical

assistance in response but they continue to learn from cultural organizations about what tools would both match organizational capacity and yield high quality data.

Brian Carter, 4Culture's Executive Director, and 4Culture staff will provide a more detailed presentation on the 2024 Annual Report and the Evaluation Framework at the August 26<sup>th</sup> Committee of the Whole meeting.

### **INVITED**

- Brian Carter, Executive Director, 4Culture
- Calandra Childers, Director of Program Strategy and Impact, 4Culture
- Claire Miccio, Senior Government Relations Manager, 4Culture

### **ATTACHMENTS**

1. 4Culture PowerPoint Presentation
2. 4Culture 2024 Annual Report
3. Doors Open Evaluation Framework
4. Doors Open Evaluation Plan





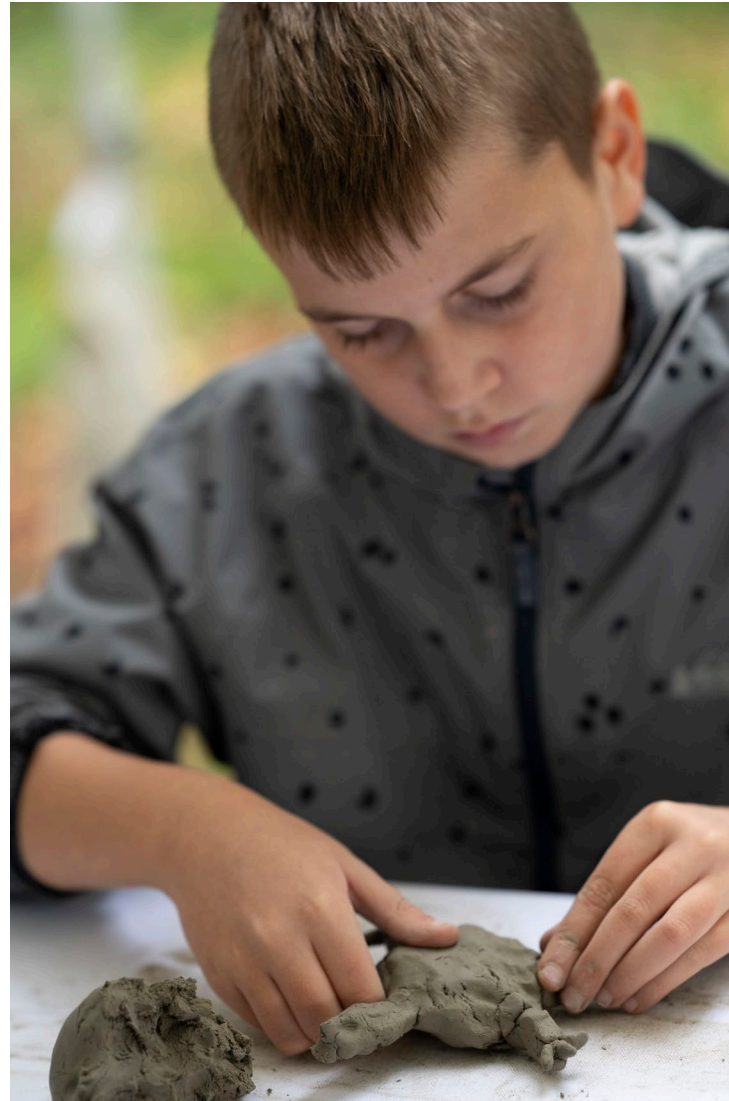
# 4Culture 2024 Annual Report

COMMITTEE OF THE WHOLE | AUG 2025



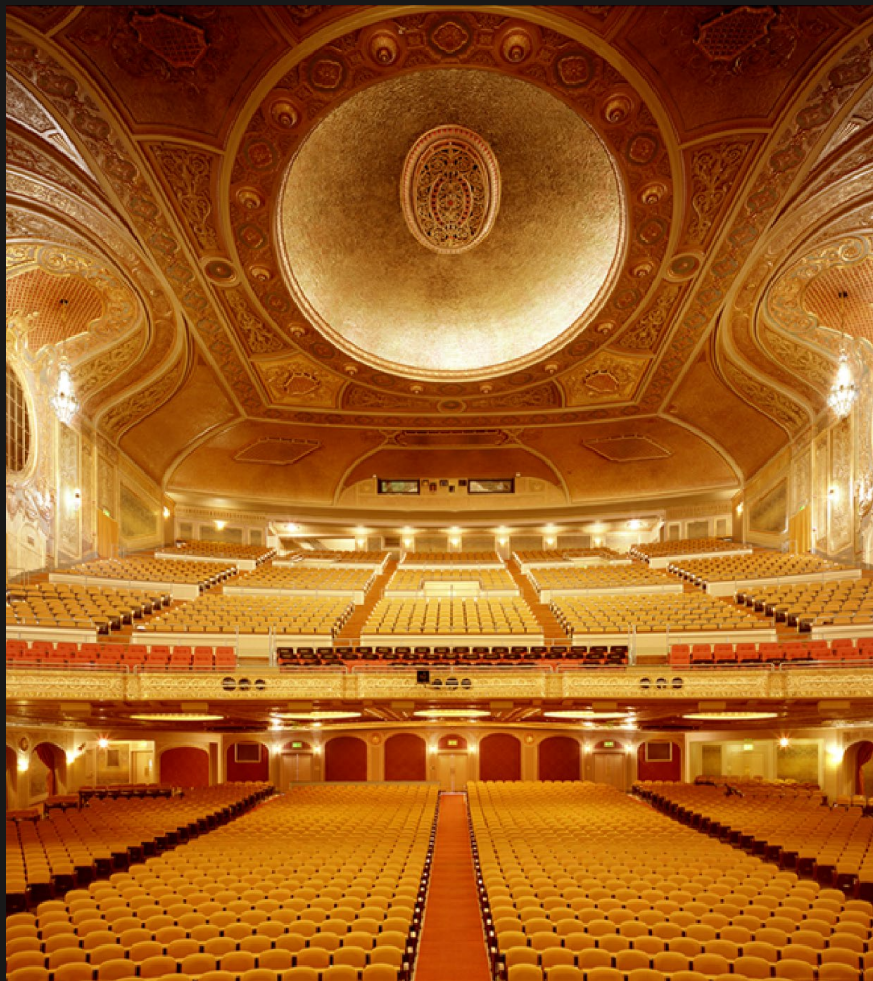
# Briefing Topics

1. 2024 Annual Report
2. 2026-2027 Budget Framework
3. Doors Open Evaluation Framework
4. 2025: Unlocked by Doors Open



Artist-led wild clay workshop at Atmospheric River Garden by Vaughn Bell, 2024. 21 Acres, Woodinville. Photo: Timothy Agüero Photography

# 2024 Annual Report: At-A-Glance



Interior of Paramount Theatre. Photo courtesy of the Seattle Theatre Group.

- 1,994 applications, 1,701 awards, across 8 programs – supporting Arts, Heritage, Historic Preservation and Science + Technology
- Poetry in Public at King County Metro South Annex Base and on buses
- Doors Open programs: Sustained Support and Doors Open Cultural Facilities programs
- Doors Open Implementation Plan development and approval
- Preparing for full Doors Open rollout in 2025



# 2024 Financial Snapshot

FINANCIAL TOTALS	2022	2023	2024
Total Revenues	\$21,398,445	\$21,180,481	\$92,603,440
Total Expenditures	\$19,231,877	\$16,124,769	\$21,560,750
Total Fund Balances	\$36,721,258	\$41,776,970	\$112,819,660

Total revenues and expenditures differ on an annual basis due to timing factors in the inflows and outflows of the various programs' financial resources.

## 2024 Arts Highlights

- \$2.7 million awarded through Cultural Producers Recovery Fund (ARPA funding)
- Program provided unrestricted grants between \$1,000 to \$6,000 to artists and heritage and preservation professionals rebuilding from the pandemic
- 880 applications! More than half of applicants were first time applicants to 4Culture



## 2024 Heritage Highlights

- Burke Museum received a grant to restore two pieces of Samoan Siapo or bark cloth
- With the funds, the Burke was able to hire a tapa maker to restore the pieces using traditional techniques and share their knowledge with staff, guests, and visitors



Samoan Siapo in conservation, 2024. Photo courtesy of the Burke Museum.



## 2024 Historic Preservation Highlights

- 4Culture's supported the 2024 National APIAHiP Forum in Seattle
- Four-day event centered in Seattle's CID with excursions to Vashon Island, Bainbridge Island, and the White River Valley
- 230 attendees from 28 states and Canada



Forum attendees outside the Wing Luke Museum, 2024. Photo courtesy of Asian and Pacific Islander Americans in Historic Preservation.

## 2024 Science + Technology Highlights

Thanks to Doors Open, 4Culture provides operating support for Science and Technology educational programming!

- 23 applicants; 22 awards
- \$2.67 million in funding



A community led art project had 48 members of the community (aged 4-64) paint fish on the spawning shed doors during Salmon on Sunset, 2024. Photo by Friends of the Issaquah Salmon Hatchery.



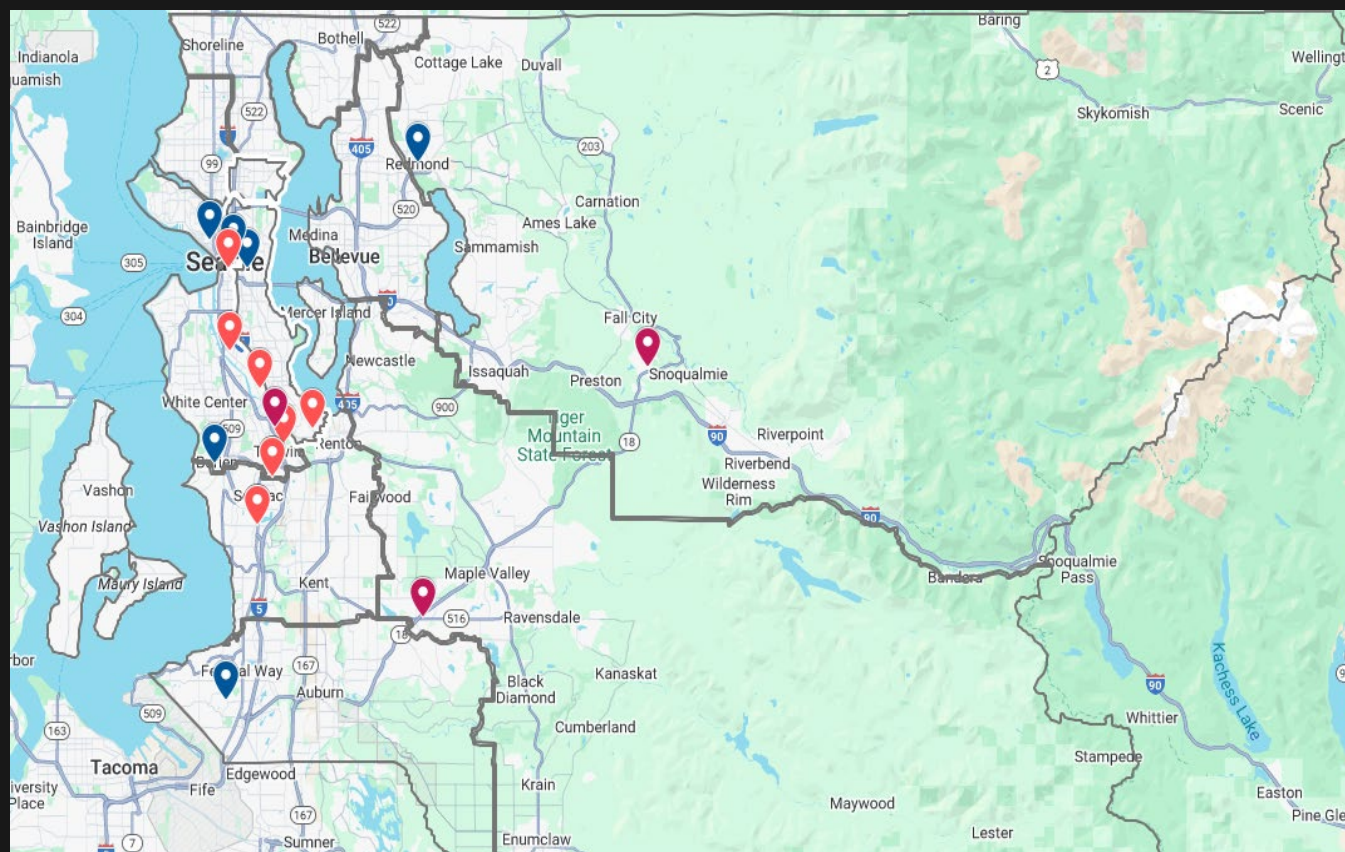
# 2024 Public Art Highlights



Tommy Segundo (Haida/Katzie) and Toka Valu (Tongan). *Return on Investments*, 2024. Powder coated aluminum. King County International Airport, Seattle, WA. King County Public Art Collection. Photo: [joefreemanjunior.com](http://joefreemanjunior.com)

# Outreach and Engagement

- Four (4) Doors Open Webinars with >960 attendees
- Hello 4Culture returned!
  - Skyway
  - Tukwila
  - SeaTac
  - Federal Way
  - Lake Forest Park
- Fifteen (15) grant workshops with >390 attendees



Map of 4Culture in-person Hello4Culture, Grant Workshop, and Listening Session events in 2024.



# Measuring What We Value

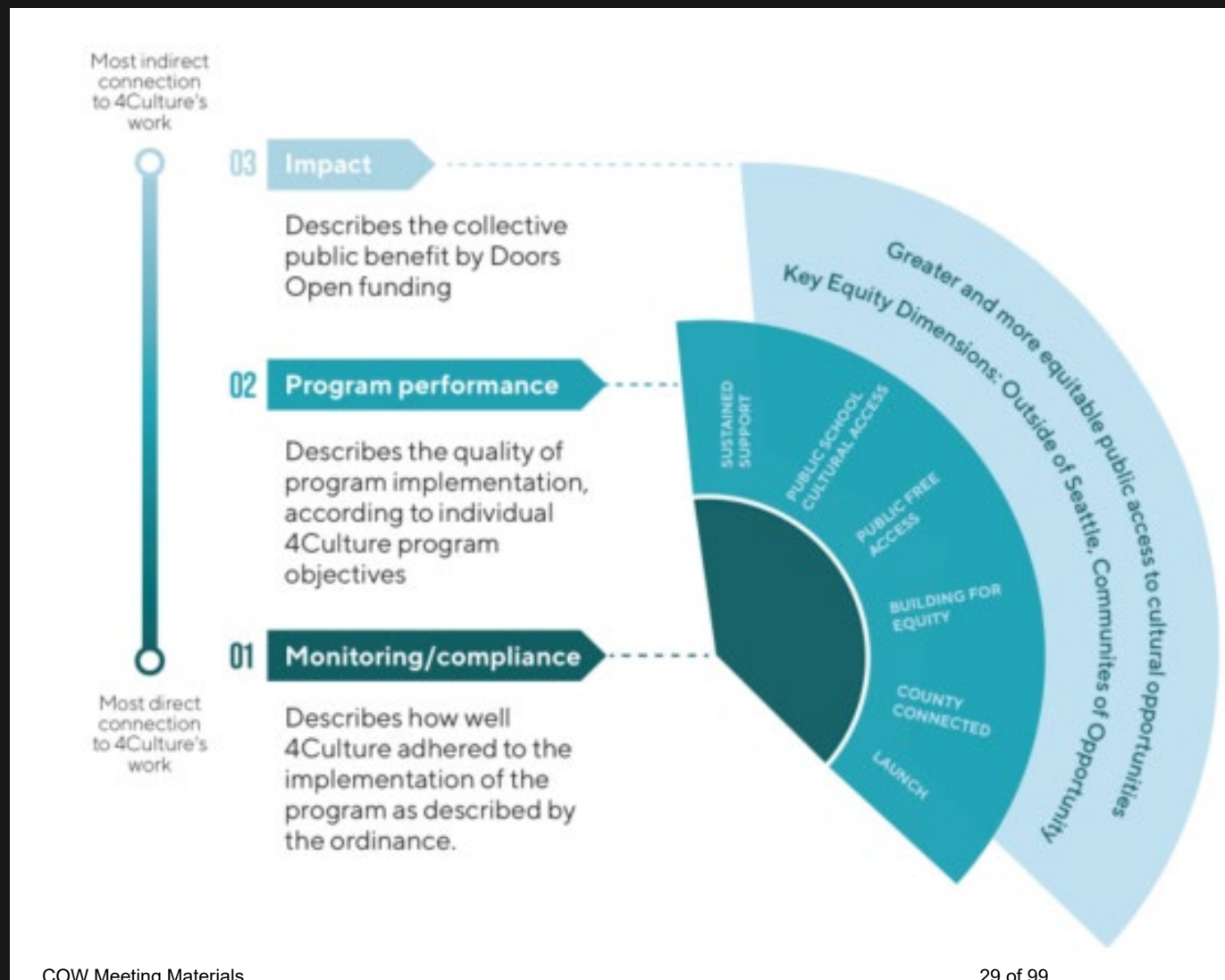


## Evaluation Principals:

- Evaluation activities support the responsible management of public funds
- Evaluation activities balance respondent burden with the need to collect data and account for public funds. Attend to equity by matching evaluation requests to respondent capacity.
- Work to develop evaluation capacity across the sector
- Seek opportunities to benefit data providers with technical assistance, compensation for participation, and sharing back results.



# Doors Open Evaluation Framework



There are three (3) levels of metrics that support our ability to collect and measure the impact of the Doors Open program:

- Monitoring & Compliance
- Program Performance
- Public Benefit Impact

# Doors Open Evaluation Framework & Plan

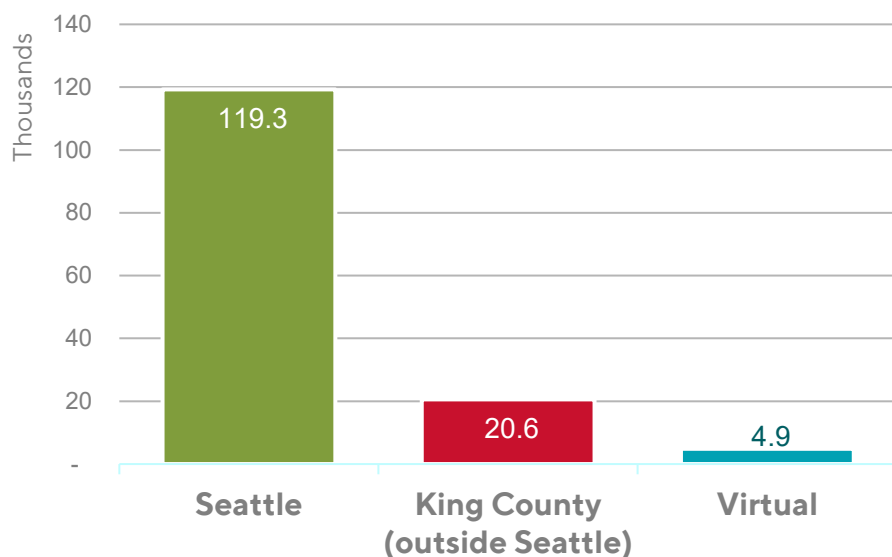


- User Group Testing on data collection tools
- Advisory Committees
- Local Arts Agency Network, representing 27 cities in King County
- October Public Issues Committee meeting for Sound Cities Association
- Executive's Office
- Shared with Board for feedback

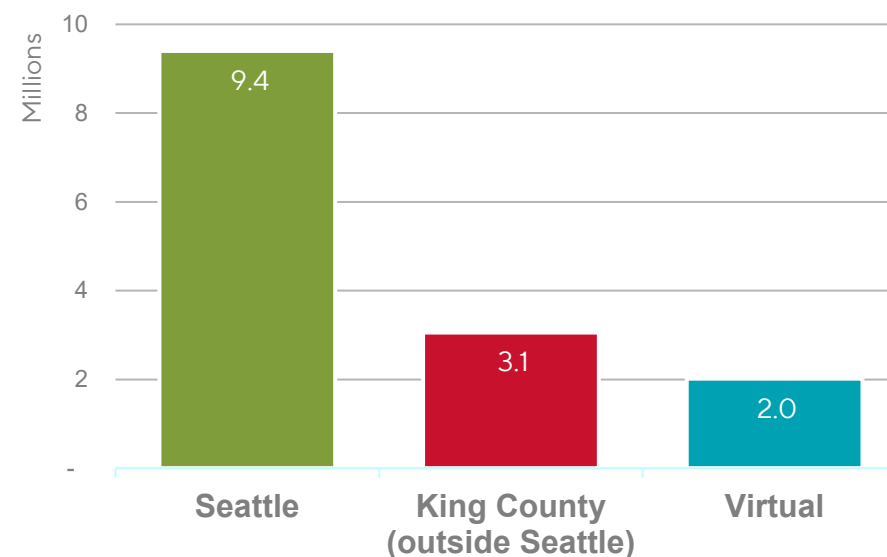
# 2024 Sustained Support Baseline

In 2024, Sustained Support grantees hosted an estimated 144,715 events with a combined attendance of at least 14.5 million. Most events are hosted in Seattle, but attendees come from across the county.

## Total Events: 144,715



## Total Attendance: 14,473,663



## 4Culture 2024 Grantees

The cohort of grantees from the first year of Doors Open funding (Facilities, Sustained Support) represent:

**608** Unique non-profit organizations

**~\$776 MILLION** In organizational expenditures

# Doors Open Economic Impact

Investment in Arts and Culture is high leverage, each dollar invested generating more total economic impact and jobs than many larger industries, in large part because **our grantees buy local**.

**EVERY \$1.00 OF INVESTMENT = \$1.73 TOTAL OUTPUT IN ARTS RECREATION & ENTERTAINMENT**

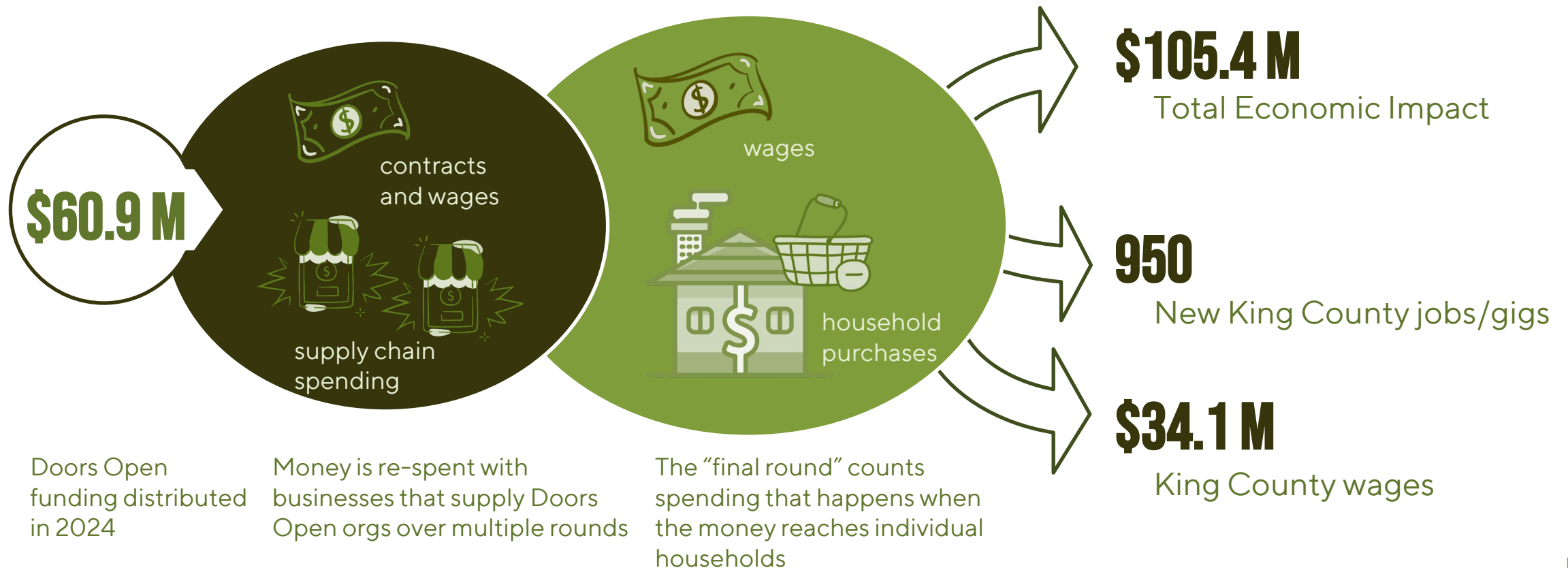
\$1.69 in Data Processing and IT  
\$1.54 in Construction  
\$1.50 in Air Transportation

**EVERY \$100,000 OF INVESTMENT = 1.56 JOBS IN ARTS RECREATION & ENTERTAINMENT**

0.42 in Data Processing and IT  
0.37 in Construction  
0.23 in Air Transportation

# Doors Open Economic Impact

Economic Impact models allow us to estimate the change in the economy associated with “new dollars” like public investment into arts and culture.







UNLOCKED  
BY  
DOORS  
OPEN



CULTURE





# Increasing Accessibility

- In 2024 Doors Open Facilities funded 41 projects (48%) with project focus on ADA compliance and/or upgrade - totaling \$18.56 million
- ADA feature highlights include:
  - Gallery access and restroom at Kirkland Arts Center
  - Seating at Enumclaw Expo Arena
  - Doors at Highline Heritage Museum
  - Doors and ramp at Snoqualmie Valley Historical Museum
  - Wheelchair lift at Jack Straw Recording Studio
  - Ramp and parking at Mukai Farm
  - Sensory noise reduction at Seattle Children's Museum



Photo credit: Jason Tang Caption: Ross Showalter and Sara Nović, two Deaf authors, sat down for one-on-one conversation front of an audience during Deaf Lit Fest 2024 at Hugo House.



# Disability and Accessibility

- In 2024, nearly 25% of applicants to 4Culture's funding programs for individuals identified as living with a disability. In King County, the disability rate for adults is 10%.
- Individuals living with disabilities made up 23% of awards in 2024.
- To date in 2025, 20% of awards for individuals funding programs have gone to artists and cultural practitioners who identify as living with a disability.



Northwest Pops Orchestra - Special Inaugural Concert at Aljoya Mercer Island, July 11, 2024. Photo by Alabastro Photography.

# Doors Open in Cities, Suburbs, and Rural King County

- 4Culture surpassed the 25% goal to funding outside of Seattle
- Funding totaled \$9 million and was 27% of total Doors Open Sustained Support
- 35% of organizations awarded Sustained Support were located and serving outside of Seattle
  - Outside Seattle based organizations: 209 applicants; 206 awards
  - Seattle based organizations: 387 applicants; 380 awards
  - All organizations are King County serving



SpringFest in Bellevue, Crossroads Park. Photo courtesy of Theatre 33.



# Supporting Small Organizations

## Network of Support

- Online resource library and consultant directory
- Sustained Support, Launch, and Building for Equity organizations qualify for free services
  - Coaching and mentoring
  - Communities of practice
  - Consultant services



Japan Fair, 2025 at Meydenbauer Center, Bellevue. Photo: Timothy Aguero Photography.

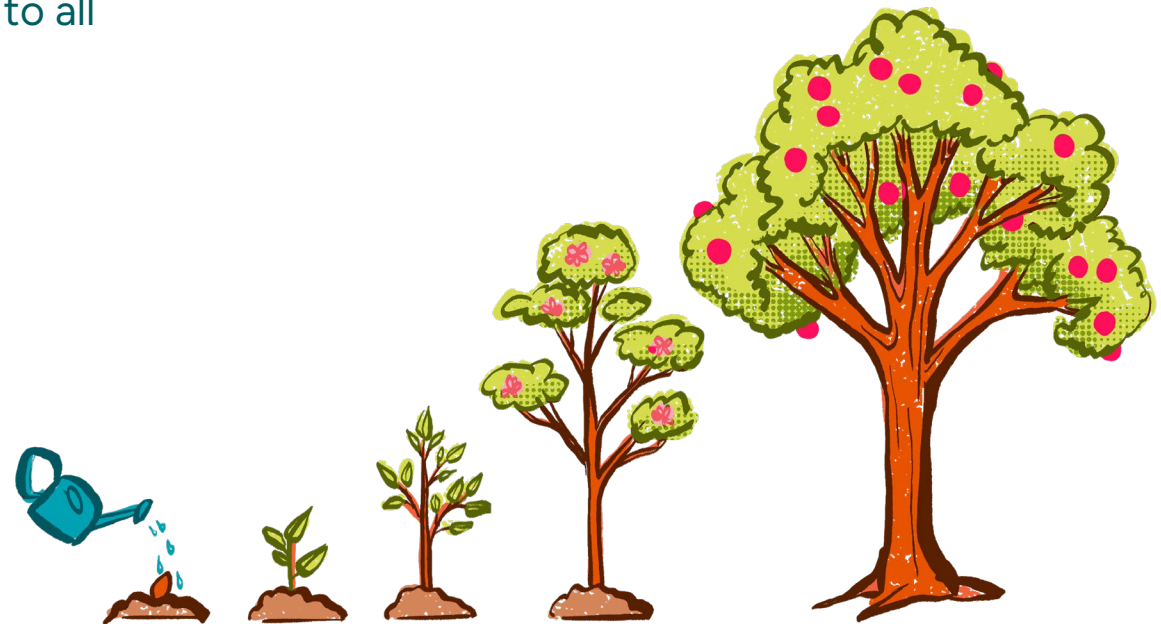
# Emerging, New, and New-to-4Culture Organizations

**Launch** launched! Doors Open program designed to support new and emerging organizations

- Deadline tomorrow, Aug 27
- Lunch & Learn events throughout summer, open to all
  - Intro to Board Development
  - Introduction to Grant Writing
  - Hiring Your First Staff Member

## New to 4Culture:

- Diwa Filipino Film Festival (Des Moines)
- Seattle Chinese Cultural Theater (Bellevue)
- Songs of Black Folk (Renton)
- Woodinville Pride (Woodinville)
- Drama Tops (Seattle)
- Shift Gallery (Seattle)



# Curiosity Pass Funding Program

Application scheduled to open Sept. 9 and close Oct. 21



## *What is it?*

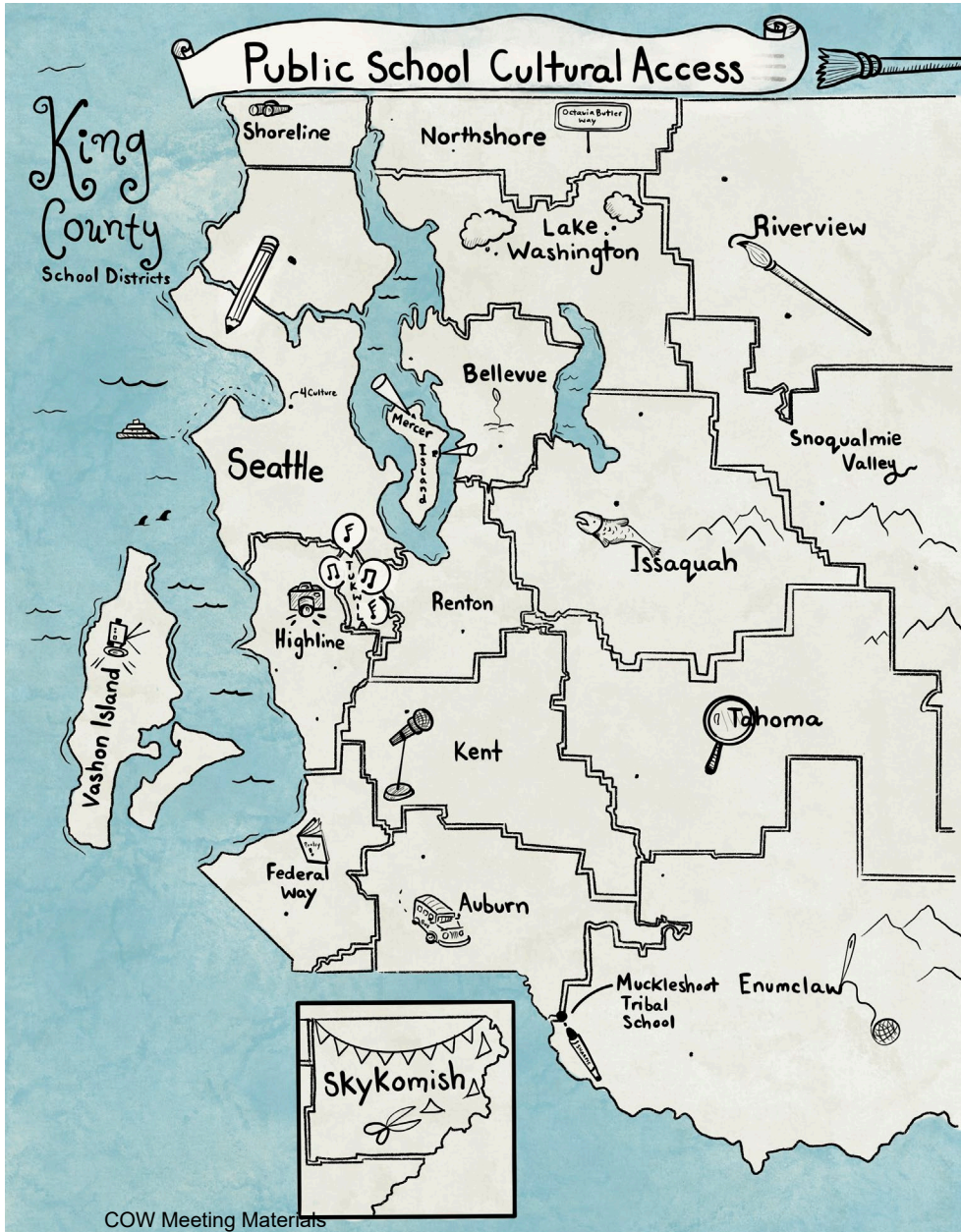
- A competitive funding program that will expand and improve access to cultural education experiences across heritage, science, historic preservation, and arts disciplines for students in King County's 19 public school districts and tribal schools.



## *Who is it for?*

- King County science, arts, heritage, and preservation cultural organizations and individual community-based educators that provide education programs to K-12 public school students.





## Who Benefits: King County K-12 Public School Students

- 19 School Districts + Muckleshoot Tribal School
- 500 Schools
- 286,000 students
- Districts are urban, suburban, and rural
- Districts range in size from 2 schools to 104 schools

# Thank you, Executive Braddock and King County Council!





# MEETING THE MOMENT

2024 ANNUAL REPORT





# INTRODUCTION



Youth Community Poetry Workshop at Redmond Old Firehouse Teen Center. *Poetry in Public*, 2023–2025. King County, WA. King County Public Art Collection. Photo: Timothy Aguero Photography

On the cover: *A Practice of Return* presented by Black Collectivity and Velocity Dance Center, featuring Nia-Amina Minor, Akoiya Harris, marco farroni, and Jiamond Watson. Photo: Chloe Collyer

When 2024 began, 4Culture was on the precipice of a major change: The King County Council had just unanimously passed the Doors Open legislation a few weeks prior, dramatically increasing funding for King County arts, heritage, science, and historic preservation nonprofits through a 0.1 percent sales tax.

Doors Open is expected to generate roughly \$700 million over the next seven years—a major investment in the ongoing cultural vitality of our region. This funding comes at a critical time, when many of the county’s more than 800 arts, heritage, science, and historic preservation organizations are still recovering from the effects of the pandemic. Doors Open will not only help these organizations stabilize—preserving jobs, maintaining public access to cultural experiences, and shoring up the overall creative sector—it will also allow them to expand their reach.

**Doors Open is expected to generate roughly \$700 million over the next seven years—a major investment in the ongoing cultural vitality of our region.**

The County designated 4Culture to distribute these funds, based on our deep grantmaking experience and expertise—and we were ready.

Knowing that a Cultural Access program like Doors Open was a possibility, we have been preparing for years, methodically laying the groundwork to ensure its success. Our preparation began at the heart of 4Culture, with updates to our mission, vision, and values, all of which center racial equity and our commitment to making sure every person in King County has what they need to explore and create culture. We then



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

convened community conversations that informed the creation of the King County Cultural Plan, the 4Culture Cultural Health Study, and an Education Study to increase understanding of the local landscape.

4Culture has always been rooted in community needs and opportunities; Doors Open is a natural extension of the work we've been doing for 60 years.

Doors Open is not just about survival. It's about creating the kind of meaningful growth and transformation that will power the cultural sector well into the future. Doors Open funding will help organizations to deepen their work—whether in research, interpretation, or the creative process. We hope it will also catalyze additional philanthropic investments in the vibrant culture that makes people want to live and work here, because no one program, even one as robust as Doors Open, can do that work alone.

Doors Open would never have been possible without a decade-plus of steadfast advocacy by people throughout the cultural sector, the leadership and support of the King County Executive and King County Council, Inspire Washington, and many others. 4Culture is proud to work alongside these committed and visionary leaders.

In 2024, we created the Doors Open Implementation Plan, a blueprint for how Doors Open programs will run over the next seven years. In November, the plan was approved unanimously by the King County Council, and in December, we awarded the first round of grants.

While we worked to launch Doors Open, several of our other grantmaking programs also made a significant impact on the community in 2024. Our Open 4Culture program, which grants up to \$2,500 for Arts, Heritage, Preservation, and Science + Technology projects, awarded \$82,500 in funding for first-time grantees—a 42% increase from 2023! Our Preservation Program piloted new funding to support individuals, groups, and municipalities outside of Seattle as they prepare landmark nominations. And our Recovery Fund for Cultural Producers awarded \$2.7 million of remaining federal Covid-relief funding to 693 artists and cultural producers working in arts, heritage, and preservation.

The pages ahead reveal the overall scope and reach of 4Culture's work, including the first round of funding from Doors Open and grantee highlights from each of King County's nine Districts.

# ANNUAL FUNDING BY PROGRAM

To best serve King County and take full advantage of the funds available to us, we focused on architecting Doors Open programs and distributing roughly \$1.1 million in remaining COVID relief funding to individual cultural producers in King County, which federal law required us to do by the end of 2024.

## ARTS

### CULTURAL PRODUCERS RECOVERY FUND

**Applicants** 880

**Grants** 693

**Total funding** \$2,732,530

### EMERGENCY & UNFORESEEN

**Applicants** 8

**Grants** 7

**Total funding** \$59,900

### OPEN 4CULTURE

**Applicants** 47

**Grants** 33

**Total funding** \$82,500

### SUSTAINED SUPPORT – ARTS\*

**Applicants** 130

**Grants** 120

**Total funding** \$3,650,100

### TOURING ARTS ROSTER PRESENTER INCENTIVE PROGRAM

**Applicants** 24

**Grants** 17

**Total funding** \$27,938

## HERITAGE

### EMERGENCY AND UNFORESEEN

**Applicants** 1

**Grants** 1

**Total funding** \$1,750

### PROFESSIONAL DEVELOPMENT STIPEND

**Applicants** 20

**Grants** 16

**Total funding** \$20,454

### SUSTAINED SUPPORT – HERITAGE\*

**Applicants** 8

**Grants** 8

**Total funding** \$419,845

## PRESERVATION

### EMERGENCY AND UNFORESEEN

**Applicants** 4

**Grants** 4

**Total funding** \$45,000

### KING COUNTY LANDMARK NOMINATION SUPPORT

**Applicants** 5

**Grants** 5

**Total funding** \$32,534

### SUSTAINED SUPPORT – PRESERVATION\*

**Applicants** 5

**Grants** 5

**Total funding** \$121,600

## PUBLIC ART

### PROGRAMS AND PROJECTS WITH ARTISTS SELECTED IN 2024

**Gallery 4Culture**

**King County Metro**—  
county partner

#### Poetry in Public

South Annex Base:  
Community Tables

South Annex Base:  
Lobby Feature Wall

South Annex Base:  
Surface Treatments

\*The Sustained Support program includes both Lodging Tax and Doors Open sales tax revenues. The figures on this page represent only the Lodging Tax revenue portion of the program. Please see page 6 for the Doors Open portion of the program.





# WHY WE HAVE TO WORK

By Elisheba Johnson and Kristen Ramirez

PUBLIC ART

Inspired by a Nigerian folktale, *Why We Have to Work* was permanently installed at King County Metro's Burien Transit Center, where it references the area's agricultural history and its evolution as a major link between Seattle and Tacoma. Made of mirrored steel, it also reminds passersby of their own relationship to the sky and nature. This Public Art commission was developed in partnership with Metro to celebrate the launch of the RapidRide H Line. Kristen Ramirez passed away after she and Elisheba Johnson finalized the concept for the piece; Johnson continued formalizing the details of its implementation, ultimately manifesting a poignant way to remember and honor her dear friend and collaborator.

Johnson|Ramirez. *Why We Have to Work*, 2024. Painted, etched, and mirrored steel. Burien Transit Center, Burien, WA. King County Public Art Collection. Photo: [joefreemanjunior.com](http://joefreemanjunior.com)



# DOORS OPEN

Announced in December 2024, the first round of Doors Open funding awarded more than \$165 million to 700+ King County cultural organizations over the next three years. This funding—made up of \$150 million in Doors Open funds and \$15 million of Lodging Tax funds—will provide the transformational support the cultural sector needs to recover from the impacts of the pandemic and chronic underfunding. To support this significant new grantmaking effort, 4Culture designed and implemented a hiring plan, adding 14 new staff members to our team before year's end.°

## DOORS OPEN FACILITIES

**Applicants** 135

**Grants** 83

**Total funding** \$32,860,112

## ARTS SUSTAINED SUPPORT\*

**Applicants** 589

**Grants** 572

**Total funding** \$26,321,330

## SCIENCE SUSTAINED SUPPORT

**Applicants** 23

**Grants** 22

**Total funding** \$2,677,800

## PRESERVATION SUSTAINED SUPPORT\*

**Applicants** 28

**Grants** 28

**Total funding** \$1,629,200

## HERITAGE SUSTAINED SUPPORT\*

**Applicants** 87

**Grants** 87

**Total funding** \$6,800,237



A workshop centered on language and bilingualism held at the Frye Art Museum in conjunction with the exhibition *Soft Boy*. Photo: Rafael Soldi



Live recording of Sandbox Radio at Town Hall Seattle, September 2024. Photo: John Cornicello

° All Doors Open data is based on self-reported information.

\* The Sustained Support program includes both Lodging Tax and Doors Open sales tax revenues. The figures on this page represent only the Doors Open sales tax revenue portion of the program. Please see page 4 for the Lodging Tax portion of the program.

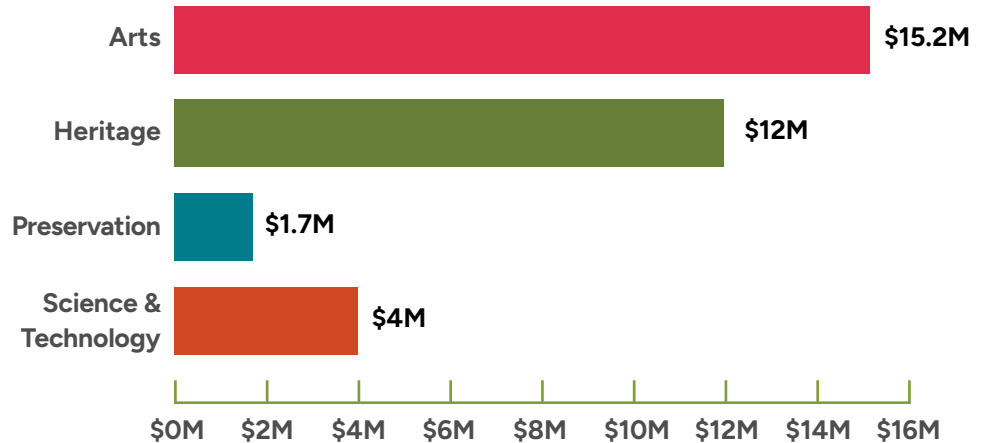
# DOORS OPEN FACILITIES

Doors Open Facilities grants were available for building, remodeling, and buying specialized space that houses and facilitates cultural work in King County. In 2024, there were a total of 135 applicants for this one-time capital grant program, among which 83 (61% of applicants) were awarded. The awards made totaled approximately \$32.9M.

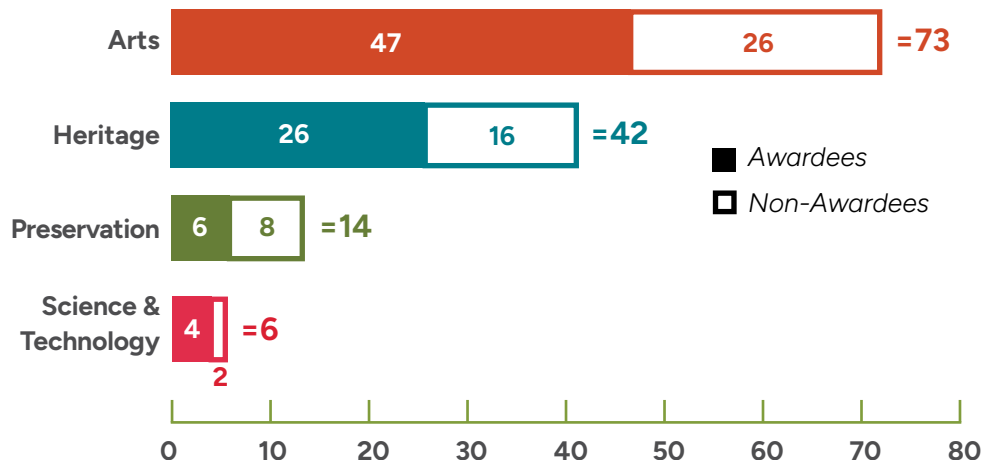
## BY DISCIPLINE

Awards are distributed to projects across four disciplines: arts, heritage, historic preservation, and science and technology.

### AWARD AMOUNT



### ORGANIZATIONS

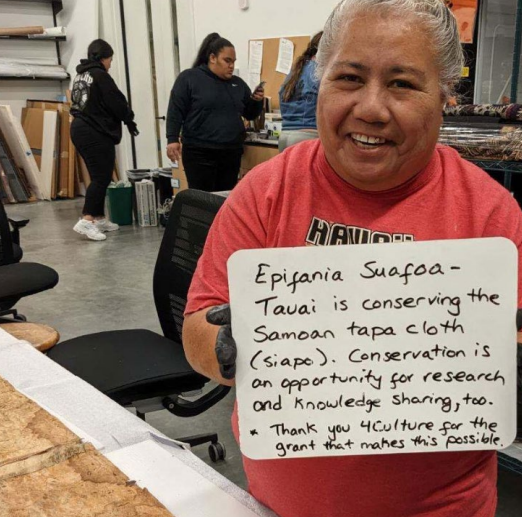


### District 1

## REFUGEE ARTISAN INITIATIVE

At the Refugee Artisan Initiative (RAI) in Lake City, women from countries such as Afghanistan, Ethiopia, Myanmar, Pakistan, Vietnam, and Morocco make handicrafts—creating alongside one another as they earn a living wage. In making their wares, they gain confidence and skills while building economic stability. Following significant growth in recent years, RAI is turning a run-down Lake City facility into a makerspace and cultural center, with support from a Doors Open Facilities Grant. The new facility will allow the organization to serve a long waitlist of King County women with diverse cultural heritage and artistic traditions. The items they make span a wide range—sometimes giving a second life to hard-to-recycle materials, other times working in partnership with local organizations to raise awareness of refugee stories and foster appreciation for their cultures.

Above: An RAI artisan works on a sewing project. Photo: Refugee Artisan Initiative  
 COW Meeting Materials



## BY ZIP CODE

DOORS OPEN FACILITIES

Zip Code	Funding Amount	# of Applicants	# of Awards	City or Seattle Neighborhood
98118	\$5.7M	9	6	Beacon Hill, Rainier Valley, Seward Park
98109	\$3.4M	15	7	Central Seattle Neighborhoods
98104	\$3.4M	10	9	Downtown Seattle, SODO
98101	\$2.7M	6	2	Capitol Hill, Downtown Seattle
98122	\$2.4M	7	4	Downtown and Surrounding Neighborhoods
98144	\$2.3M	11	8	Downtown and South Seattle Neighborhoods
98070	\$1.6M	4	4	Vashon
98108	\$1.5M	5	3	South Seattle Neighborhoods
98065	\$1.4M	1	1	Snoqualmie
98188	\$1.3M	2	2	Tukwila, SeaTac
98125	\$1.1M	1	1	Lake City, Northgate
98092	\$753K	2	2	Auburn
98106	\$625K	3	1	Delridge, South Park, Industrial District
98030	\$491K	4	3	Kent
98121	\$445K	4	3	Downtown Seattle
98027	\$406K	2	2	Issaquah
98045	\$379K	4	3	North Bend
98005	\$310K	2	1	Bellevue
98022	\$297K	2	2	Enumclaw
98057	\$270K	1	1	Renton
98105	\$260K	2	1	Northeast Seattle Neighborhoods
98126	\$250K	1	1	West and South Seattle Neighborhoods
98001	\$241K	1	1	Auburn
98033	\$192K	2	1	Kirkland
98177	\$187K	2	1	North Seattle and Shoreline
98166	\$140K	3	2	Burien
98103	\$119K	2	1	North Seattle Neighborhoods
98288	\$109K	1	1	Skykomish
98116	\$104K	2	1	Industrial District, West Seattle
98155	\$80K	1	1	Seattle, Shoreline, Lake Forest Park
98117	\$75K	1	1	North Seattle Neighborhoods
98003	\$72K	2	1	Federal Way
98019	\$65K	1	1	Duvall
98028	\$40K	1	1	Kenmore
98052	\$19K	1	1	Redmond
98010	\$12K	1	1	Black Diamond
98168	\$3K	2	1	Beacon Hill, Burien, Tukwila, SeaTac
<b>Total</b>	<b>\$32.9M</b>	<b>135</b>	<b>83</b>	

### District 2

## THE BURKE MUSEUM

Founded 125 years ago and located on the University of Washington campus, The Burke Museum is Washington state's museum of natural history and culture, with more than 18 million objects in its collection. With support from a Collections Care grant, the museum restored two pieces of delicate Samoan *Siapo*—sometimes called *tapa*, *kapa*, or bark cloth—an artform that has been used by Pacific Islanders for thousands of years for both practical and ceremonial purposes. The museum hired a tapa maker with ties to the Pacific Islands to restore the pieces using traditional techniques and materials, preserving their cultural significance and ensuring that the cloths—and the cultural knowledge they carry—can be accessed and appreciated for years to come.

Above: Sela Lane, a master of Tongan *ngatu*-making, shares her rich knowledge. Photo: The Burke Museum

COW Meeting Materials



District 2

BLACK FARMERS COLLECTIVE

With two small farms in King County, Black Farmers Collective is building a Black-led food system by developing a farm cooperative, acquiring and stewarding land, providing educational programming, and creating space for Black healing and joy. A Science Sustained Support grant supports both Yes Farm, which occupies 1.5 acres along I-5 at Yesler Terrace, and Small Axe Farm, a four-acre “teaching farm” in the Sammamish Valley that helps new and emerging BIPOC farmers with access to land, infrastructure, business development, and more. In both locations, elders, youth, and families grow their own food while learning and building community. The Collective centers its sustainable urban agriculture around the needs of the communities of color who are likely to experience the impacts of health disparities due to food apartheid and other effects of systemic oppression.

Above: Preparation of raised beds with Black Farmers Collective.  
Photo: Raymond Williams

BY COUNCIL DISTRICT

<b>DISTRICT 1</b> Applicants 4 Grants 4 Total funding \$1.4M	<b>DISTRICT 4</b> Applicants 24 Grants 10 Total funding \$3.8M	<b>DISTRICT 7</b> Applicants 6 Grants 4 Total funding \$750,000
<b>DISTRICT 2</b> Applicants 30 Grants 18 Total funding \$9.7M	<b>DISTRICT 5</b> Applicants 8 Grants 5 Total funding \$1.6M	<b>DISTRICT 8</b> Applicants 42 Grants 26 Total funding \$11.6M
<b>DISTRICT 3</b> Applicants 9 Grants 8 Total funding \$2.4M	<b>DISTRICT 6</b> Applicants 6 Grants 3 Total funding \$520,000	<b>DISTRICT 9</b> Applicants 6 Grants 5 Total funding \$1.1M

BY COMMUNITIES OF OPPORTUNITY

4Culture commits to investing a minimum of 10% of awarded funding to Communities of Opportunity (COOs), which are communities identified as most adversely affected by inequities according to a suite of health and socioeconomic indicators. The index ranks all census tracts in King County. 4Culture considers the tracts ranked in the highest 40% of tracts as Communities of Opportunity. Sixty-one (61%) of Doors Open Facility funds were distributed to organizations in COOs.

Community of Opportunity	Funding Amount	# of Applicants	# of Awards
Non COO	\$12.8M	69	36
COO	\$20.0M	66	47
Total	\$32.9M	135	83



## BY OUTSIDE SEATTLE

4Culture's equity investments include ensuring that 25% of Doors Open funds are awarded to cities and communities outside of Seattle and within King County. In 2024, 26% of facilities funds awarded went to 34 projects located outside of Seattle, which totaled about \$8.4 million; 74% of awarded funds went to 49 projects in Seattle, totaling \$24.5 million.

Eighty-seven Seattle organizations applied for facilities funding and of them, 49 (56%) were funded. Forty-eight organizations based outside Seattle applied for facilities funding, and of them, 34 (71%) were funded, reflecting the intention to invest more heavily in facilities in non-established cultural centers.

City	Funding Amount	# of Applicants	# of Awards
Auburn	\$753K	2	2
Bellevue	\$310K	3	1
Black Diamond	\$12K	1	1
Burien	\$140K	3	2
Des Moines	\$0	1	0
Duvall	\$65K	1	1
Enumclaw	\$297K	2	2
Federal Way	\$313K	3	2
Issaquah	\$406K	2	2
Kenmore	\$40K	1	1
Kent	\$491K	5	3
Kirkland	\$192K	2	1
Maple Valley	\$0	1	0
North Bend	\$379K	4	3
Redmond	\$19K	1	1
Renton	\$270K	1	1
SeaTac	\$1.2M	3	2
Shoreline	\$267K	2	2
Skykomish	\$109K	1	1
Skyway	\$0	1	0
Snoqualmie	\$1.4M	1	1
Tukwila	\$80K	3	1
Vashon	\$1.6M	4	4
<b>Total (Outside of Seattle)</b>	<b>\$8.4M</b>	<b>48</b>	<b>34</b>

### District 2

## YƏHAŴ

Founded in 2017, yəhaw Indigenous Creatives Collective is a community of Indigenous artists who are rematriating 1.5 acres of land in South Seattle as part of its mission to improve Indigenous well-being through art-making, community-building, and equitable creative opportunities for personal and professional growth. An Arts Cultural Facilities Emergency and Unforeseen grant helped yəhaw acquire the house beside its land parcel when it became available more quickly than expected. A Doors Open Facilities grant is supporting safety and accessibility improvements to the house, which will ultimately become a Native arts center with equipment for printmaking, carving, weaving, and other cultural artforms, as well as exhibition spaces, and artist-in-residence lodging. The Doors Open grant is also contributing to the restoration of an 80-year-old greenhouse, which includes construction of a covered open-air space for workshops, dance, installations, and more.

Above: Indigenous Creatives Collective (dba yəhaw), Owen Oliver Residency Presentation, 2024.  
Photo: yəhaw

COW Meeting Materials

# SUSTAINED SUPPORT

Sustained Support is designed to help fund the operational needs of cultural organizations in King County. In 2024, the total funding awarded for the Sustained Support program was \$37.2 million through a combination of lodging tax and Doors Open sales tax revenue. There were a total of 596 applicant organizations eligible for Doors Open funds, of which 586 organizations (98% of applicants) were awarded.

## BY DISCIPLINE

Project Type	Funding Amount	# of Applicants	# of Awards
Arts	\$22.5M	472	463 (98%)
Heritage	\$6.3M	79	79 (100%)
Science	\$2.7M	23	22 (96%)
Preservation	\$1.3M	22	22 (100%)
<b>Total</b>	<b>\$32.8M</b>	<b>596</b>	<b>586 (98%)</b>

## BY ZIP CODE

Zip Code	Funding Amount	# of Applicants	# of Awards	City or Seattle Neighborhood
98101	\$4.6M	30	30	Capitol Hill, Downtown Seattle
98109	\$4.5M	38	38	Central Seattle Neighborhoods
98122	\$1.8M	38	36	Downtown and Surrounding Neighborhoods
98144	\$1.7M	24	24	Downtown and South Seattle Neighborhoods
98103	\$1.7M	35	34	North Seattle Neighborhoods
98104	\$1.5M	27	26	Downtown Seattle, SODO
98108	\$1.1M	14	14	South Seattle Neighborhoods
98118	\$847K	18	18	Beacon Hill, Rainier Valley, Seward Park
98105	\$741K	15	15	Northeast Seattle Neighborhoods
98121	\$615K	6	6	Downtown Seattle
98027	\$578K	6	6	Issaquah
98070	\$563K	13	13	Vashon
98195	\$546K	3	3	University District
98033	\$542K	9	9	Kirkland

### District 3

## NORTH BEND ART & INDUSTRY

In Snoqualmie Valley, a Doors Open Facilities grant helped North Bend Art & Industry (NBAI) move from 300 square-foot space to a 1,600 square-foot space where its growing makerspace can continue to expand for years to come. A grassroots and volunteer-run organization, NBAI creates an environment where people of all ages and backgrounds can explore and nurture their creativity and curiosity. Its planned renovations include building a covered outdoor vendor space for art markets and construction of a facility for woodworking, glass blowing, pottery, and metal working where artists and community members can access equipment, classes, and other events.

Above: A community art project at the Block Party in North Bend, summer 2024. Photo: Deb Landers

## (CHART CONTINUED)

Zip Code	Funding Amount	# of Applicants	# of Awards	City or Seattle Neighborhood
98106	\$502K	11	11	Delridge, South Park, Industrial District
98032	\$483K	9	9	Kent
98003	\$471K	8	8	Federal Way
98107	\$447K	15	15	Ballard, Phinney Ridge, Fremont
98052	\$420K	11	10	Redmond
98004	\$412K	7	7	Bellevue
98134	\$405K	14	13	Downtown and Surrounding Neighborhoods
98125	\$393K	13	12	Lake City, Northgate
98166	\$360K	9	9	Burien
98112	\$343K	6	6	Capitol Hill, Central Area
98115	\$342K	14	14	Northeast Seattle Neighborhoods
98057	\$314K	8	7	Renton
98116	\$304K	9	9	Industrial District, West Seattle
98178	\$302K	5	5	Seattle, Tukwila, Renton
98199	\$270K	4	4	Interbay, Magnolia
98014	\$269K	6	6	Carnation
98102	\$263K	9	9	Capitol Hill, Eastlake, South Lake Union
98133	\$257K	10	9	North Seattle Neighborhoods
98155	\$255K	8	8	Seattle, Shoreline, Lake Forest Park
98119	\$231K	5	5	Interbay, Queen Anne
98040	\$230K	4	4	Mercer Island
98117	\$221K	7	7	North Seattle Neighborhoods
98188	\$218K	4	4	Tukwila, SeaTac
98065	\$215K	2	2	Snoqualmie
98146	\$197K	5	5	West Seattle, Burien
98038	\$189K	6	6	Maple Valley
98002	\$165K	2	2	Auburn
98177	\$162K	5	5	North Seattle Neighborhoods
98056	\$156K	3	3	Renton
91809	\$148K	1	1	Seattle PO Box
98008	\$141K	6	6	Bellevue
98074	\$134K	5	5	Sammamish
98007	\$127K	5	5	Bellevue
98136	\$121K	6	6	West Seattle

## District 4

## GINNY RUFFNER

In the heart of Ballard, a building known as the Cors & Wegener Block is one of the oldest, most intact, and architecturally significant buildings in the Ballard Avenue Landmark District, where a small town flourished in the late 19th century before Seattle annexed it in 1907. While the historic streetscape has been largely preserved—it's locally designated as the Ballard Avenue Landmark District—the decorative metal urns on the parapet of the Cors & Wegener Block had fallen into disrepair over the years. With support from a Landmarks Capital grant, artist Ginny Ruffner hired a skilled metalworker to restore the urns in 2024. Ruffner, known especially for her public artworks and work in glass, maintained a studio in the building for many years prior to her untimely passing in January 2025.

Above: The Cors & Wegener Block Building. Photo: Ginny Ruffner



## (CHART CONTINUED)

Zip Code	Funding Amount	# of Applicants	# of Awards	City or Seattle Neighborhood
98045	\$119K	5	5	North Bend
98168	\$118K	4	4	Beacon Hill, Burien, Tukwila, SeaTac
98030	\$105K	3	3	Kent
98028	\$98K	5	5	Kenmore
98019	\$92K	5	5	Duvall
98005	\$90K	2	2	Bellevue
98023	\$86K	3	3	Federal Way
98198	\$84K	4	4	Des Moines
98092	\$81K	3	3	Auburn
98001	\$79K	1	1	Auburn
98058	\$76K	3	3	Renton
98011	\$73K	3	3	Bothell
98072	\$70K	4	4	Woodinville
98126	\$55K	4	3	West and South Seattle Neighborhoods
98127	\$52K	2	2	Seattle PO Box
98031	\$52K	2	2	Kent
98022	\$51K	3	3	Enumclaw
98124	\$44K	2	2	Seattle PO Box
98024	\$43K	1	1	Fall City
98029	\$42K	2	2	Issaquah
98288	\$40K	2	2	Skykomish
98042	\$37K	2	2	Kent
98148	\$36K	2	2	Burien
98010	\$33K	2	2	Black Diamond
98006	\$30K	2	2	Bellevue
98059	\$30K	1	1	Renton
98111	\$19K	1	1	Seattle PO Box
98015	\$18K	1	1	Bellevue
98093	\$15K	1	1	Federal Way
98051	\$15K	1	1	Ravensdale
98075	\$15K	1	1	Sammamish
98053	\$14K	1	1	Redmond
<b>Total</b>	<b>\$32.8M</b>	<b>596</b>	<b>586</b>	

## District 5

## SHOW BRAZIL! WITH THE ROADHOUSE

Inside the garage at Angle Lake Station in SeaTac, a vibrant community thrives at a community performance space called The Roadhouse. Dedicated to cultivating and promoting local arts and culture, the venue celebrates the rich cultural heritage of SeaTac and South King County while fostering connections between transit riders, visitors, and the local community. A Community Partners grant supported a project called *South King County at The Roadhouse*, which showcased local artists at free monthly events, hosted Q&As where artists and audiences could engage with each other, and offered a series of workshops and activities curated by and for youth. The Roadhouse is managed by Show Brazil!, an organization known primarily for its Brazilian programming, such as BrasilFest, which dates back to 1999.

Above: The Roadhouse storefront. Photo: Show Brazil!





### District 5

## DIWA FILIPINO FILM FESTIVAL

The Diwa Filipino Film Festival celebrates the Filipino spirit by exhibiting independent films from the Philippine islands and beyond. With a focus on work by emerging Filipino and Filipinx filmmakers, in 2024 the festival featured 11 films exploring timely topics and themes, made screenings available both virtually and in person, and offered a filmmaking seminar to encourage first-time Filipinx filmmakers to share their own stories. After applying to 4Culture for the first time, the festival was awarded an Arts Sustained Support grant to support continued free admission to all of its screenings and programs.

*Above: Staff and volunteers at a tabling event. Photo: Diwa Filipino Film Festival*

## BY COUNCIL DISTRICT

### DISTRICT 1

**Applicants** 50

**Grants** 48

**Total funding** \$1.4M

### DISTRICT 4

**Applicants** 116

**Grants** 115

**Total funding** \$8.1M

### DISTRICT 7

**Applicants** 18

**Grants** 18

**Total funding** \$900,000

### DISTRICT 2

**Applicants** 102

**Grants** 100

**Total funding** \$5.7M

### DISTRICT 5

**Applicants** 35

**Grants** 34

**Total funding** \$1.4M

### DISTRICT 8

**Applicants** 165

**Grants** 162

**Total funding** \$11.1M

### DISTRICT 3

**Applicants** 42

**Grants** 42

**Total funding** \$1.6M

### DISTRICT 6

**Applicants** 46

**Grants** 45

**Total funding** \$2.1M

### DISTRICT 9

**Applicants** 22

**Grants** 22

**Total funding** \$529,000

## BY COMMUNITIES OF OPPORTUNITY

In 2024, 23% of awarded Sustained Support funds went to organizations serving or located in Communities of Opportunity (COOs), surpassing 4Culture's COO equity investment goal of 10%.

Community of Opportunity	Funding Amount	# of Applicants	# of Awards
Non COO	\$25.3M	471	466
COO	\$7.5M	125	120
<b>Total</b>	<b>\$32.8M</b>	<b>596</b>	<b>586</b>



## District 6

# NRITYENAKATHA DANCE-THEATER COMPANY

A couple of years ago, Nrityenakatha Dance-Theater Company presented *Nala Damayanti*, a large-scale production of Kuchipudi, one of eight major forms of Indian classical dance. With original script, songs, and choreography by the company, the 3.5-hour musical featured 30 cast members, 18 dances, and dynamic digital backdrops. The production was such a hit that Nrityenakatha remounted it in 2024. Nrityenakatha—which means “storytelling through dance”—shares rare Indian history and literature through Kuchipudi, elements of Garba/Raas (Western Indian traditional folk dance), theater, and film. An Arts Sustained Support grant helps Nrityenakatha continue to provide its unique programming, artist training, and cultural experiences.

Above: Nrityenakatha Dance-Theater Company's 2022 performance of *Nala Damayanti*.  
Photo: [Gotta Click That](#)

CCW Meeting Materials

## BY OUTSIDE SEATTLE

Organizations in 33 cities outside of Seattle received Sustained Support Doors Open funding. Of the 586 organizations awarded, 206 (approximately 35%) are located outside of Seattle. Funding for these organizations amounted to about \$9 million, or about 27% of Sustained Support Doors Open funding.

387 Seattle organizations applied for funding and 380 were awarded. Outside Seattle organizations were awarded at a similarly high rate with 209 applicants and 206 awardees.

City	Funding Amount	# of Applicants	# of Awards
Auburn	\$325K	6	6
Bellevue	\$818K	23	23
Black Diamond	\$33K	2	2
Bothell	\$73K	3	3
Burien	\$384K	11	11
Carnation	\$269K	6	6
Des Moines	\$84K	4	4
Duvall	\$92K	5	5
Enumclaw	\$51K	3	3
Fall City	\$43K	1	1
Federal Way	\$572K	12	12
Issaquah	\$620K	8	8
Kenmore	\$98K	5	5
Kent	\$676K	16	16
Kirkland	\$542K	9	9
Lake Forest Park	\$65K	2	2
Maple Valley	\$189K	6	6
Mercer Island	\$230K	4	4
Newcastle	\$30K	1	1
Normandy Park	\$34K	1	1
North Bend	\$119K	5	5
Ravensdale	\$15K	1	1
Redmond	\$504K	13	12

## (CHART CONTINUED)

City	Funding Amount	# of Applicants	# of Awards
Renton	\$546K	14	13
Sammamish	\$79K	5	5
SeaTac	\$40K	1	1
Shoreline	\$384K	14	13
Skykomish	\$40K	2	2
Skyway	\$189K	1	1
Snoqualmie	\$215K	2	2
Tukwila	\$899K	6	6
Vashon Island	\$563K	13	13
Woodinville	\$70K	4	4
<b>Total (Outside of Seattle)</b>	<b>\$8.9M</b>	<b>209</b>	<b>206</b>

## District 7

## PACIFIC BALLROOM DANCE

Based in Auburn, Pacific Ballroom Dance (PBD) encourages joyful movement through ballroom dance for students ages 3 to 90+. Its classes, social dances, and workshops make it possible for people of all ages and experience to pursue ballroom dance in whatever way suits their interest, and a scholarship program makes sure that anyone who wishes to take classes won't be turned away. PBD also brings ballroom dance to local elementary schools as a means for social and emotional learning. This program is offered for free to students and is accessible for those intellectual and developmental disabilities. PBD students give twice yearly public concerts and the organization often collaborates with groups such as the Auburn Symphony and Green River College. An Arts Sustained Support grant provides funding for PBD's ongoing work.

Above: Pacific Ballroom Dance's winter concert, Joy, 2024. Photo: Pacific Ballroom Dance



# RETURN ON INVESTMENTS

PUBLIC ART

By Tommy Segundo and Toka Valu

For centuries, the Duwamish River has been a cultural anchor for the dx̣ẉdəẉəbš (Duwamish) people. *Return on Investments*, a collaborative mural at the King County International Airport, features Northwest Coast formline work and illustration by Indigenous artists Tommy Segundo (Haida/Katzie) and Toka Valu (Tongan). Emphasizing the importance of returning the Duwamish River Valley to health, the mural portrays Thunderbird, the Duwamish Waterway's original meandering form, spawning salmon, a Boeing 747, and Chief Sealth overseeing Seattle from above, accompanied by Sun and Moon. Its design was shaped by interviews with nearby residents, business owners, artists, and culture bearers.

Tommy Segundo and Toka Valu. *Return on Investments* (detail), 2024. Powder coated aluminum. King County International Airport, Seattle, WA. King County Public Art Collection. Photo: joefreemanjunior.com





## District 8

# BOB SANTOS COMMUNITY ROOM

Construction began in 2024 on the Bob Santos Community Room, a new gathering place in Seattle's Chinatown International District devoted to community organizing, education, and celebration. Funded in part by a Building for Equity grant, the space was named for the beloved community activist Bob Santos, known as Uncle Bob, who passed away in 2015 after a life spent advocating for the preservation and dignity of the neighborhood's Asian and Pacific Islander communities, histories, and cultures.

The new space will feature a large painting and a terrazzo floor design created by community-based artists. Once open, the Bob Santos Room will serve as the starting point for a walking tour modeled after Uncle Bob's famous neighborhood tour known for emphasis on social equity and humor.

*The Bob Santos Community Room during the CID 2023 Block Party. Photo: Bob Santos Community Room*

# 2024 STAFF

Riza Almanza	Selina Hunstiger	Dana Phelan
Elyn Blandon	Korra Kairos	Chieko Phillips
Anna Callahan	Phung Lam	Jennifer Pritchard
Bart Cannon, Ph.D.	Emily Lawsin	Liz Reyes
Brian J. Carter	Andy Le	Jay Robles Chumash/ Cahuilla/Ohlone
Calandra Childers	Erica Maniez	Dalayna Sampton
Cassie Chinn	Guy Merrill	Maya Santos
Jonathan Cunningham	Claire Miccio	Lauren Semet
Fiona Dang	Lauren Miles	Ana M. Sneed
Christina DePaolo	Jacquelyn Mixon	Fundisha Tibebe
Sol Dressa	Jordan Monez	Anadelia Torres, CPA
Elly Fetter	Casey Moser	Amber Trillo
Bret Fetzter	Megumi Nagata	Natasha Varner, Ph.D.
Willow Fox	Melissa Newbill	Bryan Wilson
Jordan Freeman	Mytoan Nguyen-Akbar, Ph.D.	Nina Yarbrough
Jon Graef	Scott Oshima	
Melissa Huggins	Kelly Pajek	

# 2024 BOARD MEMBERS

Staci Adman	Bryan Ohno	<b>EX OFFICIO BOARD MEMBERS</b>
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Angie Hinojos	Natasha Rivers	Councilmember Claudia Balducci, District 6
Khazm Kogita	Latha Sambamurti	Councilmember Teresa Mosqueda, District 8
Afua Kouyate	Steven J. Schindler	
Seth Margolis	Neil Strege	
Frank Martin	Eugenia Woo	
Catherine Nueva España		





# ADVISORY COMMITTEE MEMBERS

## ARTS

Jessica Borusky  
Amy Dukes  
Bryan Ohno  
Jessica Ramirez  
Sudeshna Sen  
Lauren Superville

## HERITAGE

Christina Arokiasamy  
Teofila "Teya" Cruz-Urbe  
Suzanne Greathouse  
Seth Margolis  
Rachael McAlister  
Temi Odumosu

## PRESERVATION

Stefanie Barrera  
Justin Ivy  
Robyn Mah  
Frank Martin  
Dawn Moser  
Huy Pham

## BUILDING FOR EQUITY ADVISORY GROUP

Wilmer Galindo  
Preston Hampton  
Marie Kidhe  
Katie Oman  
Taelore Rhoden  
Sarah Steen  
Elizabeth Tail  
Stephen Yamada-Heidner

## PUBLIC ART

Sonia-Lynn Abenojar  
Leo Berk  
Kamari Bright  
Kate Fernandez  
Tommy Gregory  
Philippe Hyojung Kim  
Elisheba Johnson  
Keith McPeters  
Catherine Nueva España

## District 9

# BLADES OF CHANGE

A decade ago, artist and educator Jill Drilevich became aware of a disused material: 200 massive nuclear fan blades from the never-completed Satsop nuclear power plant in Elma. She saw in them great potential as canvases and storytelling tools, and diverted them from the landfill. That moment eventually gave way to Blades of Change, a thriving multidisciplinary arts and storytelling initiative that transforms these pieces of nuclear history into artwork through collaboration and community engagement. Funded in part by an Arts Sustained Support grant, the organization works with a wide variety of artists, presents work at places like the Downtown Sculpture Park in Auburn, and works with partners ranging from the Veterans Memorial in Maple Valley to Sound Transit to Urban Artworks' youth apprenticeship program.

*Above: Marshallese master weaver Emma Joran with her Blades of Change nuclear sculpture, 2024. Photo: Daniel Ames*  
COW Meeting Materials



# PANELISTS

Adetola Abatan	Ubax Gardheere	Jose (Pepe) Montero
Ann Marie Apigo	Stefan Gonzales	Dawn Moser
Sharon Arnold	Sasha Alexandra	Alicia Mullikin
Roberto Ascalon	Gourevitch	Keyara Murray
Ryan Asuncion	Ricky Graboski	D.A. Navoti
Austin Bell	Kate Greenberg	Sierra Nelson
Toni Borlas	Laura Haddad	Sara Osebold
Kamari Bright	Ekram Hassen	Dr. Jeffery Perkins Jr.
Shelley Brittingham	Amy Hirotaka	Sah Pham
Russell Brooks	Ashley-Nichole	Anna Pierce
Jon Cantalini	Holland	David Pilgrim
Ruiming Cash	Micah Horwith	Era Pogosova
Matthew Chambers	Bu Huang	Jaime Quiroga
Juan (Chenxi Liu)	Zixuan Huang	Jessica Ramirez
Chang	Kevin Hughes	Ricky Reyes
Alexander Chew	Jennifer Huston	Dr. Meena Selvakumar
Pedro Ciriano Perez	Matthew Inpanbutr	Sudeshna Sen
Alejandro Cortes	Kayla Jackson	Yoko Shimomura
Jo Cosme	Michael Jacobson	Sirichanh Sisavatdy
Jacqueline Crane	Debra Landers	Estrella Sung
Andrew Creech	Wei-Wei Lee	Susanō Hideko
Laura Da'	Rhonda Lewis	Surface
Elena Davert	Edwin Lindo	Asia Tail
Rosaline Dou	Misha Lujan	Josh Tuininga
Tom Drugan	Violeta Martin	Caroline VanHarmelen
Dr. Shelly Farnham	Michael May	Jessi Wasson
Miz Floes	Rachael McAlister	Iz White
Bonnie Fluckinger	Jennifer-Navva	Sharon Williams
Gabriela Frank	Milliken	Jason Young
Monique Franklin	Brandon Moak	



As part of a pigment-making workshop, members of the Duwamish Valley Youth Corps harvest plant material at the Georgetown Steam Plant dye garden. Laura C. Wright. *waterplant*, 2024. Seattle, WA. King County Public Art Collection. Photo: Laura C. Wright



Michael Hong. *Oi-ee Moo-chim*, 2024. Gallery 4Culture, Seattle, WA. Photo: joefreemanjunior.com

# 4CULTURE 2024 FINANCIALS

Revenues and Other Sources	2024	2023	2022
Doors Open Sales Tax Revenue	\$70,830,401	\$ -	\$ -
Lodging Tax Revenue	14,787,239	14,361,606	12,396,621
King County Public Art Revenue	1,681,105	4,874,364	1,962,757
King County Appropriations	2,869,317	-	6,494,899
Public Art Consulting Revenue	32,126	26,770	6,900
Investment Earnings	2,403,252	1,917,741	537,268
<b>Total Revenues*</b>	<b>\$92,603,440</b>	<b>\$21,180,481</b>	<b>\$21,398,445</b>

Expenditures and Other Uses	2024	2023	2022
Arts, Heritage, and Preservation Grant Programs	\$9,632,994	\$8,729,291	\$7,273,372
Doors Open Startup Administration	1,524,392	-	-
Public Art Projects	2,535,512	2,367,177	1,723,130
COVID Relief Pass-Through	2,726,290	-	5,929,736
Building for Equity Facility Investment Program	1,517,067	1,806,505	1,320,856
Debt Service	300,000	300,000	300,000
Repayment of Advances from King County	2,000,000	2,000,000	1,859,493
Management and General Supporting Activities	1,056,906	921,796	825,290
Leasehold Improvements	267,589	-	-
<b>Total Expenditures and Other Uses*</b>	<b>\$21,560,750</b>	<b>\$16,124,769</b>	<b>\$19,231,877</b>

Fund Balances	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
General Fund	\$6,537,605	\$4,269,792	\$6,790,562
Lodging Tax Special Revenue Fund	3,435,915	4,922,679	4,060,370
1% for Art Special Revenue Fund	20,656,460	20,431,487	17,035,531
Cultural Special Account Fund	13,555,141	12,153,012	8,834,795
Doors Open Special Revenue Fund	68,634,539	-	-
<b>Total Fund Balances</b>	<b>\$112,819,660</b>	<b>\$41,776,970</b>	<b>\$36,721,258</b>

\*Total revenues and expenditures differ on an annual basis due to timing factors in the inflows and outflows of the various programs' financial resources.

**NOTE:** 2024 financial information is based on unaudited fund financial statements. Requests for the most recent complete audited financial report should be addressed to 4Culture's finance department at 4Culture, 101 Prefontaine Place S, Seattle, WA 98104.

# LOOKING AHEAD



Seattle Pride Art Walk on June 6, 2024, at Railspur in Pioneer Square.  
Photo: Seattle Pride

Many exciting efforts are in the works for 2025. Here's a snapshot of what to expect from 4Culture over the next year.

After going on pause during the pandemic, **Hello 4Culture** is back! The countywide outreach effort engages King County residents in conversations about their creative pursuits. These events and office-hours sessions help us share information about our grants and programs while building relationships that center those who have been disproportionately left out of cultural funding and public art opportunities.

Several **new public art projects** will be installed throughout King County. A new work by W. Scott Trimble will evoke the history of Woodinville on the Eastrail. And a series of King County Parks projects will take shape guided by Rosten Woo's *Seeding: King County Parks and Trails Art Plan*, which was completed in 2024.

You are always welcome to visit us and check out Gallery 4Culture and Storefront Media

Gallery, where we showcase the work of King County visual artists.

We'll finish developing a plan and framework for **evaluating** new Doors Open programs and **reporting to the community** on their effectiveness.

We're staffing up our **Science and Technology** team and conducting site visits with recently funded science organizations to strengthen our relationships with them.

The **Launch grant program** will open in July, providing new and emerging cultural and science organizations in King County with three years of unrestricted general operating support and access to additional capacity-building support services. To raise awareness about these grants, we'll host a series of in-person and online outreach events in the spring.

A new **Network of Support program** will create a roster of skilled individuals and organizations who can provide as-needed services to



cultural organizations in King County, specifically recipients of Sustained Support, Launch, and Building for Equity grants, as they navigate change and growth. In spring, we'll be issuing a call for coaches, mentors, consultants, and technical assistance providers to join this roster.

Opening for the first time in November, our **Cultural Support Services program** focuses on organizations that contribute to the quality of life and career development for individual cultural workers. A new online Resource Library will feature a roster of organizations for people to learn about and access their services.

Doors Open funding will expand the reach of our **Public Free Access program**, funding efforts to reduce the out-of-pocket costs of science and cultural experiences, helping to make them accessible to everyone in King County, particularly underserved communities.

**Building for Equity** is an interdisciplinary cultural facilities grant program that provides a unique combination of funding, technical support, and strategic partnerships geared toward dismantling racism in cultural facilities funding and fostering equitable development. The program is expanding from two to four funding areas in 2025.

The all-new **Public School Cultural Access program** will work to ensure that K-12 public school students in all 19 King County school districts benefit from greater access to arts, science, heritage, and historic preservation experiences—both in their own classrooms and on field trips. In 2025 we will develop the three ways this will happen: through piloting a transportation program, launching a roster to connect school districts to cultural organizations providing educational services, and running a three-year grant program to fund these activities.



Artist-led wild clay workshop. Vaughn Bell. *Atmospheric River Garden*, 2024. Plants, earthwork, and stoneware ceramics. 21 Acres, Woodinville, WA. King County Public Art Collection. Photo: Timothy Aguero Photography



A GreenStage performance of *Henry VI* in summer of 2024. Photo: GreenStage

Back cover: Maria Phillips. *at what point...*, 2024. Gallery 4Culture, Seattle, WA. Photo: joefreemanjunior.com

# VISIT US

101 Prefontaine Pl S, Seattle WA 98104

hello@4culture.org | (206) 296-7580

**Open Monday-Friday, 9AM-5PM**

**4culture.org**



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# Doors Open Evaluation Framework





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

## Introduction

King County Executive Dow Constantine proposed Ordinance 19710, creating the King County Doors Open cultural access program in Fall, 2023, and King County Council passed the initiative unanimously in December of the same year, creating a new funding source to be facilitated by 4Culture, King County's designated cultural funding agency. As listed in the ordinance, multiple outcomes are anticipated from the estimated \$700 million increase in public funding over seven years, distributed annually at approximately \$100 million each year to the county's nonprofit organizations focused on arts, heritage, science, and preservation. This evaluation framework outlines the strategy to understand the impact of this investment, particularly in the county's underserved areas, and to identify the future steps needed to increase cultural opportunity access further. It also fulfills a requirement in the ordinance. The accompanying Doors Open Evaluation Plan provides additional detail about how this evaluation strategy will be implemented over the next several years.

## 4Culture

Chartered in 2003, 4Culture is a Public Development Authority (PDA) that serves as the cultural funding agency for Washington State's King County. 4Culture is funded by King County's Lodging Tax revenue and the 1% for Art Ordinance, as well as the recent Doors Open legislation, which is a 0.1% sales tax dedicated to creating an equitable cultural access program that supports arts, heritage, science, and preservation nonprofit organizations. 4Culture supports a wide

array of cultural programming and endeavors, utilizing public resources to ensure access for all residents to the various cultural experiences available in King County. The following mission, vision, and values provide the basis on which 4Culture operates and guide its decisions, actions, and strategies toward achieving its objectives. This evaluation framework was designed to align with 4Culture's mission, vision, and values, while meeting objectives specific to Doors Open.



### MISSION

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



### VISION

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



### VALUES

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

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

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

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

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

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

## Doors Open Evaluation Principles

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

- Evaluation activities should focus on building and communicating evidence related to the Doors Open Theory of Change and 4Culture’s responsibility to manage public funds in the public interest.
- The evaluation should align with 4Cultures mission, vision, and core values.
- Evaluation activities should seek to balance respondent burden with the need to collect data and account for public funds. Attend to equity by matching evaluation requests to respondent capacity.
- Where possible, evaluation capacity (the set of skills and a learning mindsets required for evaluation) should be developed across the entire organization and across cultural organizations in King County.
- Seek opportunities to benefit data providers as well as the evaluating organizations by providing technical assistance, allocating appropriate resources for participating in evaluation activities, and sharing back results.



*Black Farmers Collective, Photo by Raymond Williams*



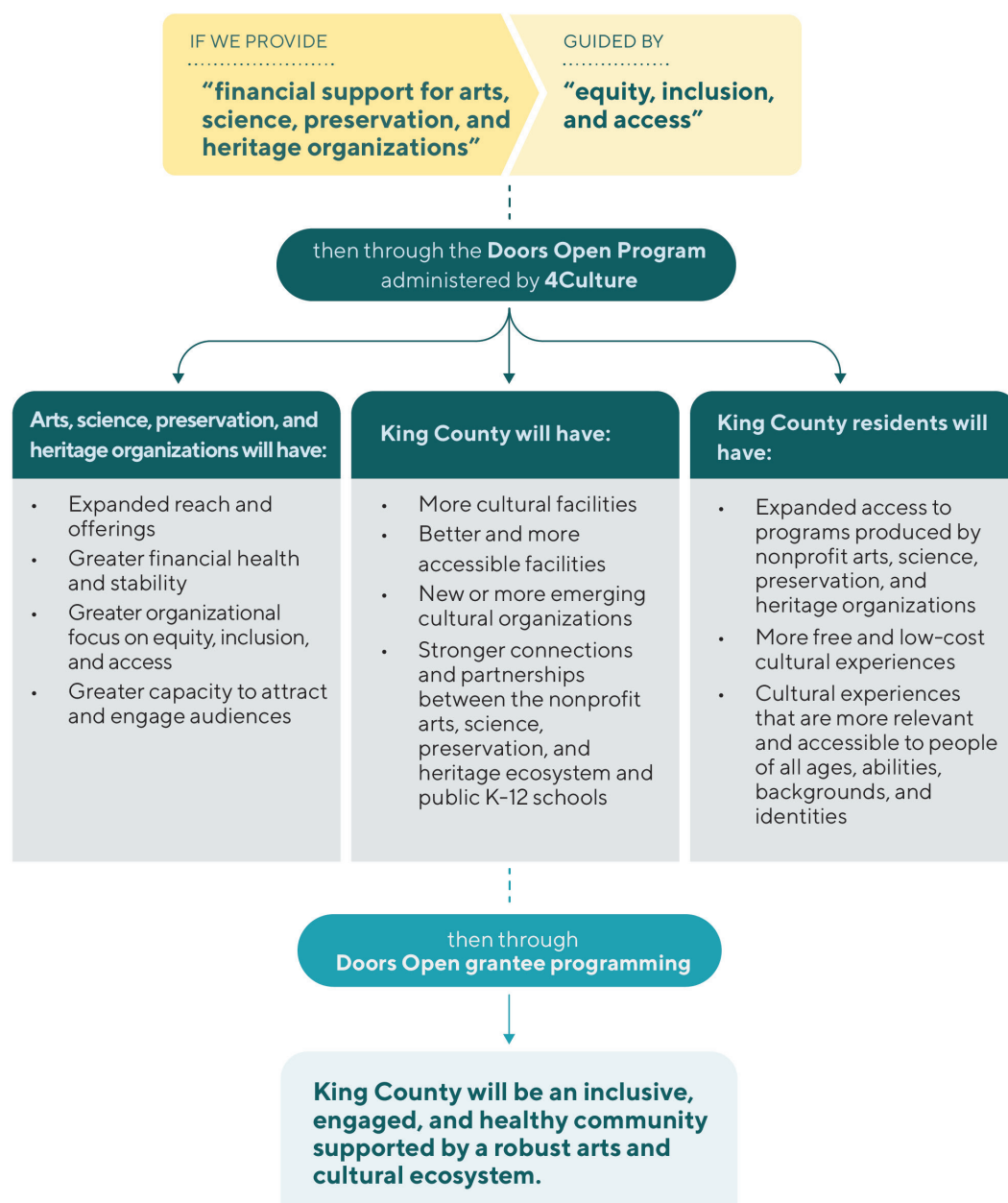
## Framework: The Doors Open Theory of Change

Evaluation studies the consequences, or outcomes, of certain actions. In the case of Doors Open, the action being studied is public investment in hundreds of arts and cultural programs and capacities in King County. This investment, facilitated by 4Culture, and

the subsequent efforts of cultural organizations, go on to provide public benefits in the complex ecosystem that is King County. The Theory of Change describes how public investment can drive positive outcomes as explained in the Doors Open Ordinance.

### DOORS OPEN THEORY OF CHANGE

Drawn from the Doors Open Ordinance, the Theory of Change explains how public financial support conceptually leads to long-term community impacts, such as health, inclusion, and engagement.



## 4Culture Implements Doors Open Programs

4Culture's role in advancing the Doors Open Theory of Change is primarily to act as a grant-maker and provider of resources to the constellation of cultural organizations in King County. In turn these cultural organizations create positive impact and benefits for residents and schools. The six programs funded by Doors Open and implemented by 4Culture are Sustained Support, Public School Cultural Access, Public Free Access, Building for Equity, County Connected, and Launch. 4Culture also implements the Network of Support, a resource for organizations in the field. The evaluation will assess the unique objectives of these six programs as well as the total collective public benefit stemming from the enactment of Doors Open.

### SUSTAINED SUPPORT

As the core legacy program for 4Culture, Sustained Support aids King County cultural organizations with funding for operational needs so that they are able to provide low-barrier opportunities for community participation in cultural experiences. The purpose of this program is to support a wide range of activities, focusing on the organization's ability to use funds to reach communities and consistently provide cultural opportunities equitably.

### PUBLIC SCHOOL CULTURAL ACCESS

The Public School Cultural Access Program provides funding to cultural organizations to expand access to arts and cultural experiences for public school students. It offers King County school districts an online roster of cultural organizations providing on and off-site programs, along with free field trip transportation for districts with over a 40% reduced lunch rate.

### PUBLIC FREE ACCESS

The Public Free Access program seeks to eliminate cost barriers, enabling King County residents and visitors to enjoy quality cultural experiences, particularly in underserved communities. This funding opportunity allows local organizations to provide free or reduced cost access to arts, heritage, science, and historic preservation programming.

### BUILDING FOR EQUITY

Building for Equity supports historically underserved communities in eliminating barriers to the development of buildings and other capital projects. The Doors Open Legislation has enabled the program to expand, leading to the launch of a new initiative specifically aimed at supporting facility development for Native communities and Native cultural practices.

### COUNTY CONNECTED

County Connected supports cultural support service organizations that provide King County cultural practitioners with resources for professional development and job opportunities. The funding supports capacity building by aiding both the development and implementation of cultural support services, while also connecting individual cultural practitioners with a roster of service providers to foster collaborations that enhance cultural opportunities offered in the county.

### LAUNCH

The Launch program ensures that all geographic areas and communities in King County have access to cultural experiences by providing grants to new, emerging local arts and cultural organizations for startup costs and multi-year operating support, including capacity building and technical assistance.

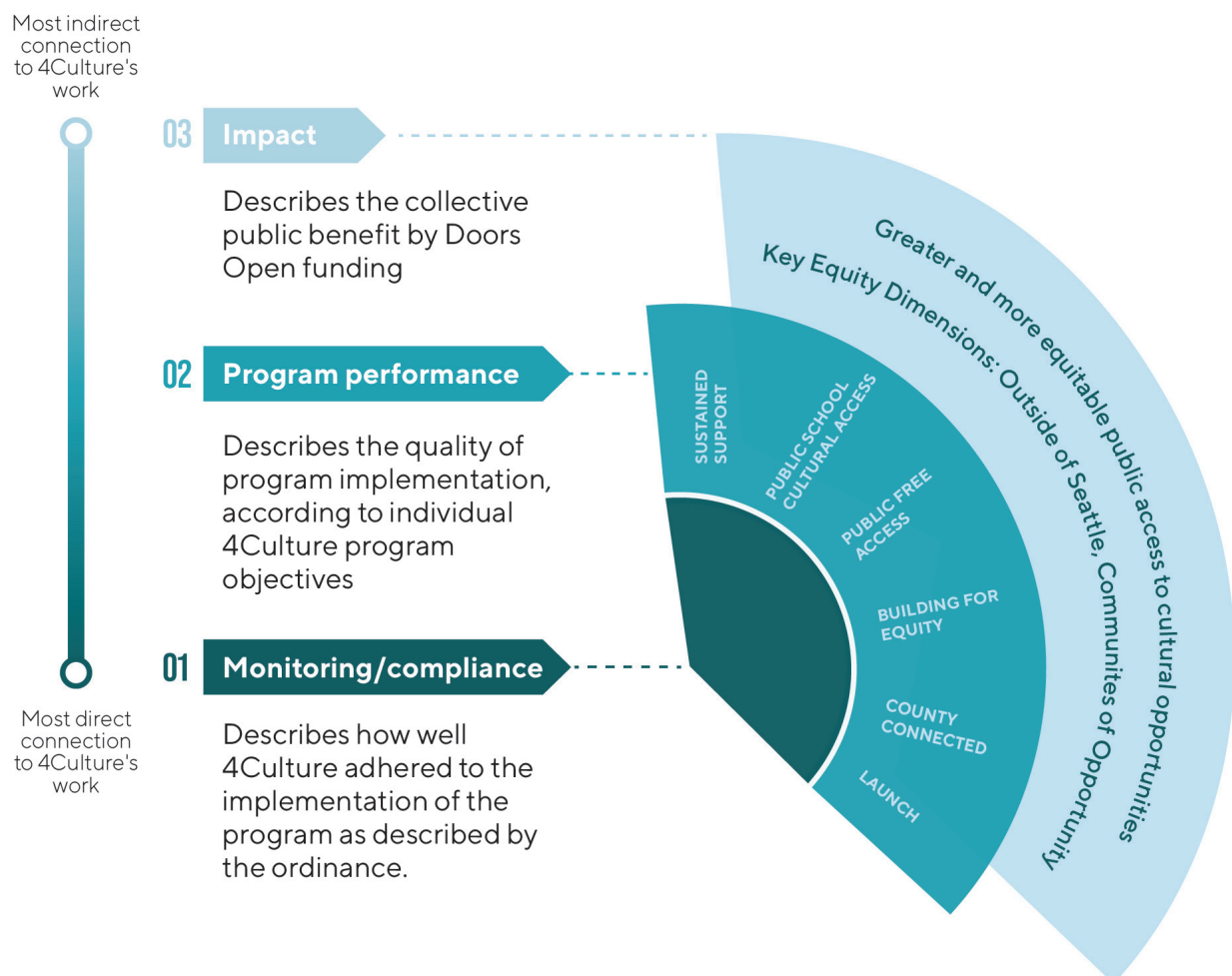
## What We Will Measure and How

### 4CULTURE

The Doors Open Evaluation framework measures the program on three different levels. Each level is concerned with different kinds of questions and represents a different degree of connection to 4Culture's work.



RAI artisan works on a sewing project, Lake City Maker's Space, 2024. Photo courtesy of Refugee Artisan Initiative.





## What We Will Know and When

In accordance with the Doors Open legislation, assessment is required to ensure that program funding and spending are utilized effectively, and that Doors Open programs are accountable to the public. As programs are developed and launched, monitoring and compliance data on the distribution of funds is available first. Typically, program performance data begins to be available a year into implementation.

The final assessment that reviews practices, methodology, personnel, funding distribution, program performance, planned vs actuals, and impact and public benefit will be completed in 2029. An interim assessment will be delivered to the Executive and King County Council every April along with the annual report providing available data according to the timeline described here.

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

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# Doors Open Evaluation Plan

## Introduction

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

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

Doors Open maintains and builds upon 4Culture's core programs that address the critical needs of cultural organizations located in and serving King County. Doors Open meets these ordinance-defined goals through six Program Areas: Sustained Support, Public-School Cultural Access, Public Free Access, Building for Equity, County Connected<sup>1</sup>, and Launch; and two Equity Investment Areas: Outside of Seattle and Communities of Opportunity.

## EVALUATION PLAN DEVELOPMENT

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



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

<sup>1</sup> *County Connected is the program name for Countywide Initiatives*



## Evaluation Framework and Plan

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



### MISSION

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



### VISION

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



### VALUES

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

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

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

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

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

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

## EVALUATION PRINCIPLES

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

- Evaluation activities should focus on building and communicating evidence related to the Doors Open Theory of Change (See Doors Open Theory of Change on page 15) and 4Culture’s responsibility to manage public funds in the public interest.
- The evaluation should align with 4Culture’s mission, vision, and core values.
- Evaluation activities should seek to balance respondent burden with the need to collect data and account for public funds. Attend to equity by matching evaluation requests to respondent capacity.
- Where possible, evaluation capacity (the set of skills and learning mindset required for evaluation) should be developed across the entire organization and across cultural organizations in King County.
- Seek opportunities to benefit data providers as well as the evaluating organizations by providing technical assistance, allocating appropriate resources for participating in evaluation activities, and sharing back results.



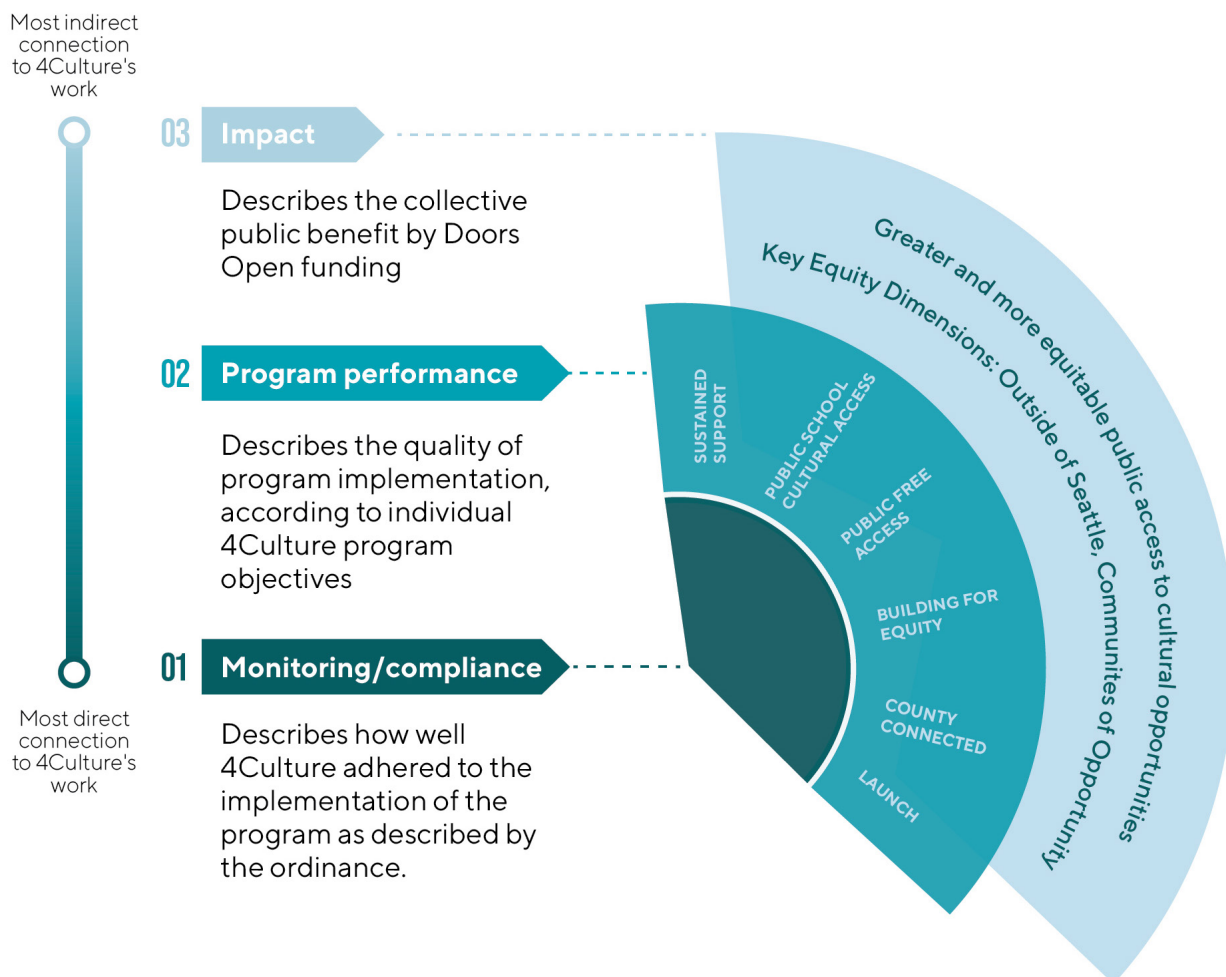
*Stephanie Johnson-Toliver, Black Heritage Society President, points to a map at a preservation workshop at Historic Seattle Dearborn House, 2023. Photo courtesy of Historic Seattle.*

## EVALUATION LEVELS

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

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

- **Program Performance** (page 7) considers the unique theory of each funding program and what they were designed to achieve related to the greater goals of cultural access. While each program is unique, they often have common implementation elements, such as outreach and panelist processes. Intentional learning and improvement of these practices is part of 4Culture’s commitment to Continuous Improvement, described on page 21.
- **Impact** (page 15) is the level at which program funding and successful implementation create long-term population and county-level impact. This is the level at which big-picture concepts such as cultural access, equity, and economic impact are measured.





## Monitoring and Compliance

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

### FUNDING RECEIPTS AND ALLOCATIONS

Doors Open allows up to 0.1 percent sales tax in King County. The Implementation Plan allocates projected Doors Open revenue per Section 8 of Ordinance 19710, as follows:

#### 2024

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

#### 2025-2031

- 3 percent for administration;
- 72 percent for Doors Open programs (percentage breakdown in sub-bullets);
  - 15 percent Public school access program
  - 3 percent Launch funding
  - 10 percent Building for Equity
  - 15 percent Public Free Access
  - 7 percent County Connected
  - 50 percent Sustained Support
- 25 percent Equity Investments for outside of Seattle. Of which, 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity

### Monitoring and Compliance Measures:

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

### REPORTING DEADLINES AND PROGRAM DEVELOPMENT MILESTONES

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

### Monitoring and Compliance Measures:

- Description of deadlines/milestones and whether they were met

### GENERAL PUBLIC BENEFIT AND EQUITY OR GEOGRAPHIC INCLUSION BENEFITS

For decades, 4Culture has defined Public Benefit as the opportunity for King County residents and visitors to access and engage in arts and other cultural activities, events, communities of practice, historic and cultural spaces, and works of public art related to our program areas. Public Benefit is a service requirement for all recipients of Lodging Tax-supported programs at 4Culture. Put simply, public benefit makes it easier to experience culture. As the ordinance states, all Doors Open grant recipients must meet at least one General Public Benefit and one Equity or Geographic Inclusion Benefit. For compliance purposes, 4Culture reports on the fulfillment of these requirements.

### Monitoring and Compliance Measures:

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

## Program Performance Measures

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

### SUSTAINED SUPPORT

**Estimated Annual Funding Available:** \$36M

**Estimated Annual Funding Outside Seattle:** \$12.5M

**Primary Program Objective:** The objective of Sustained Support is to help meet the ongoing needs of cultural organizations.

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

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

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

### Program Performance Measures:

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

1. **Reach:** A successful program will reach and fund as many of the eligible entities in King County as possible. A successful program will effectively reach newly eligible organizations such that new applicants are awarded with each successive cycle.
  - a. Number of applicants and awardees
  - b. Awarded amounts
  - c. New applicants since the last round

2. **Consistency:** A successful program will sustain organizations, such that those that were funded in the last round will continue to do their work and receive funding in subsequent rounds.
  - a. Repeat applicants since the last round
  - b. Distribution of organizations by length of funding relationship with Sustained Support (# of orgs with X-Y years of consistent funding, average length of consistent funding)
  - c. Levels of funding over time
3. **Equity:** A successful program will attend to distributional equity in award amounts
  - a. Award amounts and percents by organization discipline, size, geography, and organizational budget, including communities of opportunities and organizations located outside of Seattle
  - b. Demographic representation of the Sustained Support cohort of applicants and awardees compared to King County
  - c. Select reach and consistency measures by organization, discipline, capacity, geography, and organizational budget
  - d. Qualitative description of selected equity investments and efforts to improve accessibility

## PUBLIC FREE ACCESS (PFA)

**Estimated Annual Funding Available:** \$10.8M

**Estimated Annual Funding Outside Seattle:** \$3.8M

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

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

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

### Program Performance Measures:

1. **Attendance:** A successful PFA program will expand free and low-cost attendance.
  - a. Number of free attendants
  - b. Number of reduced cost attendants
  - c. Percentage of total attendance that is free or reduced cost
2. **Program Participation/Uptake:** In a successful PFA program, all organizations offering cultural experiences will include avenues for free or reduced cost participation. As a new offering, 4Culture expects the rate of uptake to increase over the next several years.
  - a. Percent of Sustained Support awardees that participated in PFA (uptake)
  - b. Year-over-year change in the rate of uptake
3. **Equity:** A successful program will equitably increase access to the full array of cultural experiences in King County.
  - a. Uptake rates by discipline and geography (council district, outside Seattle, Community of Opportunity)
  - b. Qualitative summary of efforts to reach underserved communities



## PUBLIC SCHOOL CULTURAL ACCESS

**Estimated Annual Funding Available:** \$10.8M

**Estimated Annual Funding Outside Seattle:** \$3.8M

**Primary Program Objective:** The objective of Public-School Cultural Access is to increase public school student access to cultural educational experiences

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

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

- Providing cultural educational programs and experiences at a cultural organization's own facilities or in schools or other cultural facilities or venues
- Providing free and reduced cost access to curriculum-related arts, science, and heritage programs for public school students throughout the county at school and at cultural sites with emphasis on underserved students; and
- Providing cultural programming to communities outside the city in which a cultural organization is primarily located, either directly or in partnership with other cultural partners, or public schools, or through other means.

## Program Performance Measures:

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

1. **Funding for Cultural Organizations:** In a successful program, more eligible schools and students would participate in listed cultural experiences and organizations would have improved their capacity to directly serve public school students.
  - a. Number of school districts and schools participating, by geography and Free and Reduced lunch rates
  - b. Number of students participating, and number of students participating in free programs
  - c. Number of educational programs funded by the Public School Cultural Access program
  - d. Qualitative feedback on program educational value for students
2. **Field Trip Transportation Funding Reach and Equity:** A successful program will be able to provide transportation funding to a range of public schools across the county with emphasis on those with higher free and reduced lunch rates
  - a. Number of school districts and schools participating, by geography and Free and Reduced lunch rates
  - b. Number of students participating in transportation funded field trips
  - c. Number and geographic location of cultural organizations receiving students for transportation funded field trips
3. **Public Schools Program Roster:** The roster will be used by educators and other school staff to find student programs. Cultural organization staff who submit and update program information are also considered users. A successful program will have

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

- a. Number of cultural organizations that are listed on the roster that represent diverse subjects and disciplines
- b. Number of educational programs listed by type (field trip, in-school), category, and discipline
- c. Website analytics – traffic to site and net promoter score (NPS)
- d. Qualitative summary of user experience

## BUILDING FOR EQUITY

**Estimated Funding Available:** \$7.2M

**Estimated Annual Funding Outside Seattle:** \$2.5M

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

The goals of Building for Equity are to provide funding for cultural and science organizations to acquire, build, and renovate buildings, to purchase equipment and to support organizational capacity building for meeting facility goals in a sustainable way. The Doors Open allocation for Building for Equity encompasses 4Culture’s facilities, facility-focused project development, and other capital grant programs. 4Culture’s current Building for Equity initiative was built to center communities that have historically faced barriers to purchasing and stewarding cultural space, and provides a combination of funding, tailored support, and strategic partnerships. The program is also a key tool for expanding access for populations living with disabilities, by supporting projects related to ADA compliance.

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

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

## Program Performance Measures:

1. **Capital Grants** (for Facilities, Native Cultural Facilities, Emergency, Equipment, Landmarks Capital, Project Development, and Anchoring Community awards):
  - a. Dollar amount allocated to projects
  - b. Number and dollar amount allocated to projects by community (underrepresented communities and racial equity groups), type, whether it improves ADA access, and location (projects outside of Seattle and in Communities of Opportunity)
2. **Cultural Space Contributions** (required for Anchoring Community recipients only)
  - a. Qualitative summary of cultural space partnerships
3. **Emergency Grants**
  - a. Number of projects/emergencies addressed
4. **Project Development**
  - a. Prior Project Development grantees who have received or are currently receiving a facilities grant.
  - b. Increased development capacities and project readiness
  - c. Qualitative summary of how funding has prepared them for future work and their readiness to provide cultural opportunities

## COUNTY CONNECTED

**Estimated Funding Available:** \$6.0M

**Estimated Annual Funding Outside Seattle:** \$1.8M

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

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

### Program Performance Measures:

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

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

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

- a. Website analytics – traffic to the site, net promoter score (NPS)
- b. Number and location of cultural support providers on the roster and directory for each discipline
- c. Qualitative summary of user experience

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

- a. Number of and amount of funds to organizations that can create their first service offering with assistance from Projects funding
- b. Number of existing programs able to continue and grow services
- c. Qualitative summary of feedback related to network strength and community connections for practitioner success.

<sup>2</sup> County Connected is the program name for Countywide Initiatives

## LAUNCH

**Estimated Funding Available:** \$2.2M

**Estimated Annual Funding Outside Seattle:** \$0.8M

**Primary Program Objective:** Ensure that all areas and communities in the county have access to cultural experiences

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

### Program Performance Measures:

1. **Program Participation/Uptake:** In a successful Launch program, new cultural resources will come online, and especially in geographic inclusion areas.
  - a. Number of new organizations, by outside of Seattle and Communities of Opportunity
  - b. Number of new organizations in specific target areas identified by the program as having fewer cultural opportunities or other barriers to access cultural experiences
  - c. Number and percent of organizations accessing the Network of Support
2. **Program Development:** Launch is intended to provide capacity building and technical assistance that meets each emerging organization's unique needs. A successful program will help organizations identify and make progress on their goals, and reach sustainability.
  - a. Demonstrated progress on self-stated organizational goals, including attendance and internal goals
  - b. Number of organizations that are eligible for and/or receive funding through Sustained Support after being awarded a Launch grant
  - c. Qualitative summary of sustainability outcomes as demonstrated and expressed by awardees, such as access to new funding sources, programming levels, growing and diversifying their board, adding full-time employees, contractors, and volunteers

## NETWORK OF SUPPORT

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



### Summary of Program Performance Measures

	SUSTAINED SUPPORT	PUBLIC FREE ACCESS	PUBLIC SCHOOL CULTURAL ACCESS
Est. Funding Available	\$36.0M	\$10.8M	\$10.8M
Funding Outside of Seattle (25%)	\$12.5M	\$3.8M	\$3.8M
Primary Program Objective	Help meet the ongoing needs of cultural organizations.	Increase access to cultural offerings by reducing economic barriers	Increase public school student access to cultural educational experiences
Primary Performance Measures	<p><b>Reach:</b></p> <ul style="list-style-type: none"> <li>Number of applicants and awardees</li> <li>Awarded amounts</li> <li>New applicants since last round</li> </ul> <p><b>Consistency:</b></p> <ul style="list-style-type: none"> <li>Repeat applicants since last round</li> <li>Distribution of organizations by length of funding relationship with sustained support (# of orgs with X-Y years of consistent funding, average length of consistent funding)</li> </ul> <p><b>Equity:</b></p> <ul style="list-style-type: none"> <li>Award amounts and percents by organization discipline, capacity, geography, and organizational budget, including communities of opportunities and organizations located outside of Seattle</li> <li>Demographic representation of the Sustained Support cohort of applicants and awardees compared to King County</li> <li>Select reach and consistency measures by organization, discipline, capacity, geography, and organizational budget</li> <li>Qualitative description of selected equity investments</li> </ul>	<p><b>Attendance:</b></p> <ul style="list-style-type: none"> <li>Number of free attendants</li> <li>Number of reduced cost attendants</li> <li>Percentage of total attendance that is free or reduced cost</li> </ul> <p><b>Program Participation/Uptake:</b></p> <ul style="list-style-type: none"> <li>Percent of Sustained Support awardees that participate</li> <li>Year-over-year change in uptake</li> </ul> <p><b>Equity:</b></p> <p>Uptake rates by discipline, capacity, geography, and organizational budget</p>	<p><b>Funding for Cultural Organizations:</b></p> <ul style="list-style-type: none"> <li>Number of school districts and schools participating, by geography and Free and Reduced lunch rates</li> <li>Number of students participating, by free programs</li> <li>Number of educational programs funded by the Public School Cultural Access program</li> <li>Qualitative feedback on program educational value for students</li> </ul> <p><b>Field Trip Transportation Funding Reach and Equity:</b></p> <ul style="list-style-type: none"> <li>Number of school districts and schools participating, by geography and Free and Reduced lunch rates</li> <li>Number of students participating in transportation funded field trips</li> <li>Number and geographic location of cultural organizations receiving students for transportation funded field trips</li> </ul> <p><b>Public Schools Program Roster:</b></p> <ul style="list-style-type: none"> <li>Number of cultural organizations that are listed on the roster that represent diverse subjects and disciplines</li> <li>Number of educational programs listed by type (field trip, in-school), category, and discipline</li> <li>Website analytics – traffic to site, net promoter score (NPS), conversion to applications</li> <li>Qualitative summary of user experience</li> </ul>

## 2025-2031: Doors Open

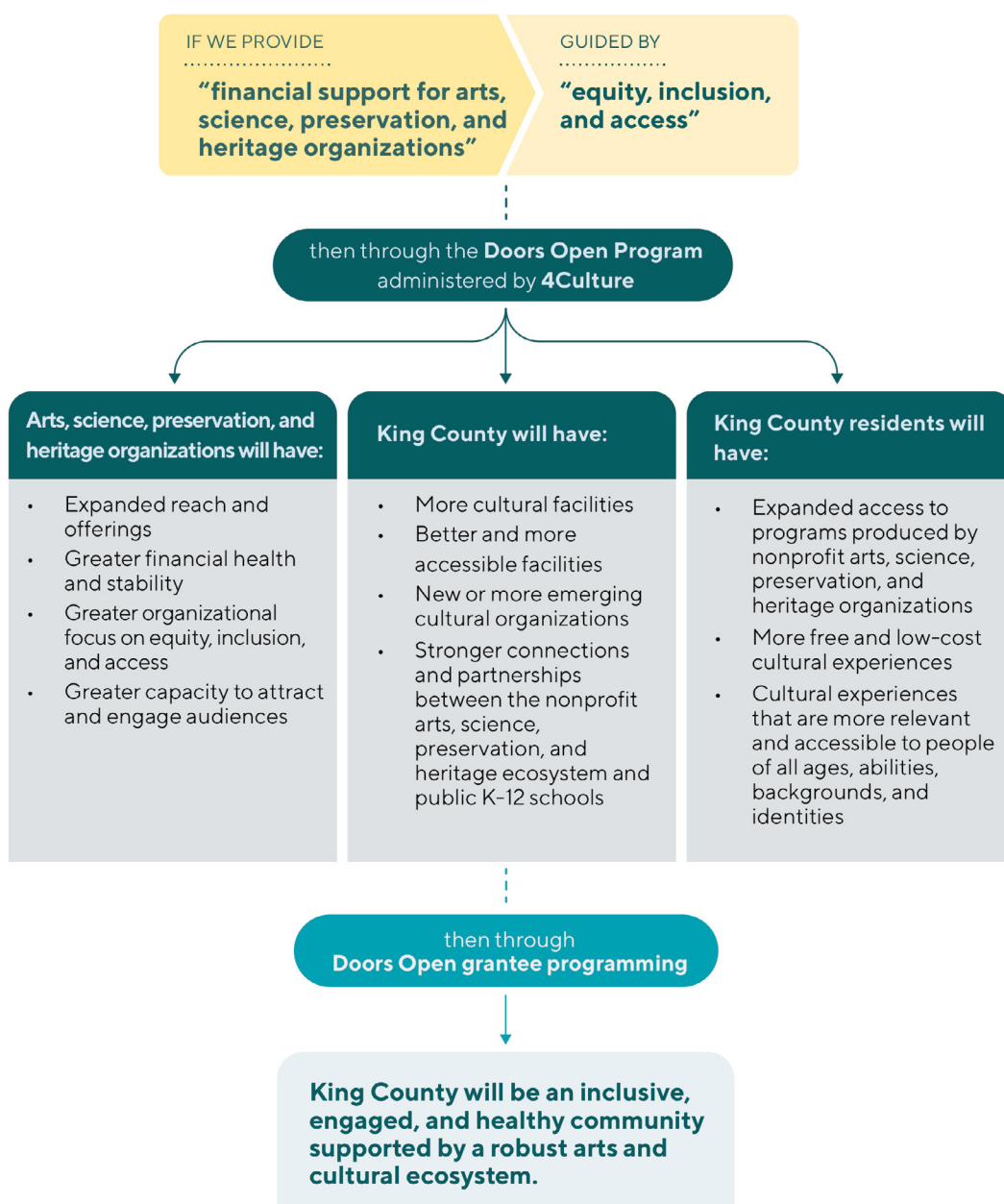
	BUILDING FOR EQUITY	COUNTY CONNECTED	LAUNCH
Est. Funding Available	\$7.2M	\$6.0M	\$2.2M
Funding Outside of Seattle (25%)	\$2.5M	\$1.8M	\$0.8M
Primary Program Objective	Support cultural building projects and create a pathway to equitable facilities funding	Support regional initiatives for cultural workforce development by supporting organizations that improve the livelihood and practices of individual cultural practitioners	Ensure that all areas and communities in the county have access to cultural experiences
Primary Performance Measures	<p><b>Capital Grants:</b></p> <ul style="list-style-type: none"> <li>Dollar amount allocated to projects</li> <li>Number and dollar amount allocated to projects by community (underrepresented communities and racial equity groups), type, whether it improves ADA access, and location (projects outside of Seattle and in Communities of Opportunity)</li> </ul> <p><b>Cultural Space Contributions:</b> (required for Anchoring Community recipients only)</p> <ul style="list-style-type: none"> <li>Qualitative summary of cultural space partnerships</li> </ul> <p><b>Emergency Grants :</b></p> <ul style="list-style-type: none"> <li>Number of projects/emergencies addressed</li> </ul> <p><b>Project Development:</b></p> <ul style="list-style-type: none"> <li>Prior Project Development grantees who have received or are currently receiving a facilities grant.</li> <li>Increased development capacities and project readiness</li> <li>Qualitative summary of how funding has prepared them for future work and their readiness to provide cultural opportunities</li> </ul>	<p><b>Program Participation/Uptake: :</b></p> <ul style="list-style-type: none"> <li>Number of cultural support service providers on the roster</li> <li>Number of individual practitioners served</li> <li>Number of connections and amount of funds to cultural support service providers on the roster, by location in Communities of Opportunity and Outside of Seattle and by offerings</li> </ul> <p><b>Roster Completeness, Navigability, And Accessibility:</b></p> <ul style="list-style-type: none"> <li>Website analytics - traffic to the site, net promoter score (NPS)</li> <li>Number and location of cultural support providers on the roster and directory for each discipline</li> <li>Qualitative summary of user experience</li> </ul> <p><b>Business And Organizational Success:</b></p> <ul style="list-style-type: none"> <li>Number of and amount of funds to organizations that can create their first service offering with assistance from Projects funding</li> <li>Number of existing programs able to continue and grow services</li> <li>Qualitative summary of feedback related to network strength and community connections for practitioner success</li> </ul>	<p><b>Program Participation/Uptake:</b></p> <ul style="list-style-type: none"> <li>Number of new organizations, by outside of Seattle and Communities of Opportunity</li> <li>Number of new organizations in specific target areas as identified by program</li> <li>Number and percent of organizations accessing the Network of Support</li> </ul> <p><b>Program Development:</b></p> <ul style="list-style-type: none"> <li>Demonstrated progress on self-stated organizational goals, including attendance and internal goals</li> <li>Number of organizations that are now eligible for and/or receive funding through Sustained Support</li> <li>Qualitative summary of sustainability outcomes as demonstrated and expressed by awardees, such as access to new funding sources, programming levels, growing and diversifying their board, adding full-time employees, contractors, and volunteers</li> </ul>

# Impact

## DOORS OPEN THEORY OF CHANGE

Evaluation studies the consequences, or outcomes, of certain actions. In the case of Doors Open, the action being studied is public investment in hundreds of arts and cultural programs and capacities in King County. This investment, facilitated by 4Culture, and

the subsequent efforts of cultural organizations, go on to provide public benefits in the complex ecosystem that is King County. The Theory of Change describes how public investment can drive positive outcomes as explained in the Doors Open Ordinance.



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

1. “Expanding **cultural organizations’** operations, offers of **discounted and free admission**, and **public-school cultural access**, and supporting newly built and expanded **cultural facilities**;
2. Advancing equitable **access to cultural organizations** throughout King County and **removing barriers to access** faced by many segments of the **county population**;
3. Fostering the creation and development of **new cultural organizations** throughout King County, reducing geographic barriers and ensuring that **residents** have improved **access to cultural organization resources**; and
4. Supporting the growth and development of **cultural centers** throughout King County to promote **healthy and vibrant communities**.”

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

- **Cultural Access for King County Residents and Public-School Students**

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

- **Health and Strength of the Cultural Sector**

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

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



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

## Evaluation Capacity

Historically, 4Culture has worked with external evaluation contractors on an individual project or study-basis to meet its evaluation needs. For example, a Community 4Culture Assessment in 2017, the King County Cultural Planning Evaluation completed in partnership with the University of Washington Evans School of Public Policy and Governance, and the King County Cultural Health Study. A 2020 Evaluation Assessment conducted in tandem with the development of the 4Culture Strategic Plan

found a strong baseline of theory, shared work, and key practices across the organization as well as opportunities to strengthen evaluation capacity.

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

EVALUATION FUNCTION	EVALUATION MANAGER	EVALUATION SPECIALIST
<b>1) Doors Open Assessment</b> <ul style="list-style-type: none"> <li>Monitoring and Compliance</li> <li>Program Performance</li> <li>Impact</li> </ul>	<b>50%</b> <ul style="list-style-type: none"> <li>Coordinate with Doors Open Project Director, Government Relations Manager, and Communications Director to prepare data for inclusion in the 2025-28 Annual Reports as required by Council.</li> <li>Manage evaluation budget and staff</li> <li>Manage external consultant processes</li> </ul>	<b>65%</b> <ul style="list-style-type: none"> <li>Data collection and analysis</li> <li>Report development</li> <li>Work with operations and program staff to develop and improve data collection tools in Salesforce and Soapbox</li> </ul>
<b>2) Continuous Improvement</b>	<b>30%</b> <ul style="list-style-type: none"> <li>Work with leadership team and Racial Equity Coordinator to prioritize learning agenda and ensure evaluation alignment with organization Strategic Plan and definitions of equity</li> <li>Facilitate internal Staff Evaluation Workgroup</li> <li>One-on-one and group staff coaching on tool development (such as payment request forms, application questions, surveys, reporting forms) and use of data</li> </ul>	<b>20%</b> <ul style="list-style-type: none"> <li>Facilitate grantee and panelist feedback in a consistent way across programs</li> <li>Facilitate staff reflection and evaluation culture building</li> <li>Produce internal memos related to key learnings</li> <li>Extract, organize, analyze quantitative data</li> <li>Respond to staff requests for data and analysis</li> </ul>
<b>3) External Coordination</b>	<b>20%</b> <ul style="list-style-type: none"> <li>Facilitate/participate in funder and partner collaboratives</li> <li>Facilitate cultural communities of practice, (for example, a grantee group committed to learn together about accessibility practices)</li> <li>Strategize for meeting technical assistance needs</li> </ul>	<b>15%</b> <ul style="list-style-type: none"> <li>Design and implement grantee technical assistance</li> <li>Support cultural communities of practice</li> </ul>

## EVALUATION TEAM

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

1. Meet the **Doors Open Ordinance assessment** requirements and execute this evaluation plan
2. **Connect and coordinate** with **external parties** including grantees with technical assistance and capacity for data collection and interpretation and other funders.
3. Support internal staff with using evaluation findings for organizational strategy, program development, and **continuous improvement** efforts, and
4. **Collaborate** with program managers and staff to determine **how findings are shared and reported**, ensuring that data is presented in **engaging** and **accessible** formats such as visual displays, written narratives, and insightful storytelling.

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

## DOORS OPEN ASSESSMENT

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

## Accounting and Program Administration Data

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

## Artifact review

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

## Interviews

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

1. Qualified evaluation personnel
2. Staff from cultural organizations
3. 4Culture staff
4. 4Culture Board of Directors
5. 4Culture's Local Arts Agencies network (LAA)
6. Sound Cities Association
7. King County cultural consumers
8. School district representatives

### **Resident Survey**

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

### **Cultural Organizations and Agencies Survey**

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

### **GIS/990 Analysis**

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

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

## **CONTINUOUS IMPROVEMENT**

4Culture is committed to continuous improvement of the grantmaking and evaluation process. The 4Culture evaluation team will act as a resource for program staff. They can also act as a neutral party to help convey feedback from panelists and cultural

organizations to program staff in service of improving grantmaking practices. For example, they may at times sit in and observe, or facilitate reflection and feedback sessions. The priority areas for continuous improvement are outreach, the review process, and the application and grant management process.

### **Outreach**

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

### **User Panel**

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

### **Panelist Feedback**

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



## EXTERNAL COORDINATION

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

### Coordinated research and Communities of Practice

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

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

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

### Data sharing

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

## Technical assistance

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

## EVALUATION REPORTING

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

### Year 1 Report (Expected April 2025)

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

### Three Annual Reports (Expected April 2026–2028)

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

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

### Doors Open Assessment Report (Expected 2029)

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

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

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





## **Committee of the Whole**

**August 26, 2025**

**Agenda Item No. 8  
Briefing No. 2025-B0126**

### **King County Library System Annual Report**

**Any materials for this item will be available after the  
meeting.**