CULTURAL PARTNERS NETWORK 2022 REPORT

OVERVIEW

Purpose: ArtsFund’s Cultural Partners are a network of over 130 arts and cultural organizations based in King, Pierce, and Snohomish counties. The purpose of the survey was to understand the current composition of, and challenges experienced by Cultural Partners Network (CPN) organizations to inform programming and advocacy efforts, as well as to serve as a benchmark for future surveying.

Scope & Participation: 132 organizations were surveyed via e-newsletter and email between July 27 and August 17, 2022. 52% of organizations completed the survey (n=69). The previous survey efforts occurred in 2019; a selection of data is used in this report as a source of comparison between pre-COVID pandemic experiences and the present.

Note: All data depicted in this report are based on survey responses as well as information shared in annual grant applications and has not been independently verified. The number of responses vary as the majority of questions were optional.

NETWORK COMPOSITION

The following section shows quantitative organizational information from the responding groups. 85% of respondents are located and/or operate in King county, 10% in Pierce county, 2% in Snohomish county, and 3% other (statewide or national) n=69.

PRIMARY DISCIPLINE n=69

- Music: 23%
- Theatre: 20%
- Multidisciplinary: 19%
- Visual Arts: 13%
- Film & Media: 9%
- Dance: 6%
- Cultural Heritage: 4%
- Literary Arts: 1%
- Opera: 1%
- Arts Service*: 1%
- Other: 1%

ANNUAL EXPENSE BUDGET (FY21) n=61

- $50K - $250K: 31%
- $250K - $500K: 18%
- $500K - $1M: 13%
- $1M - $5M: 15%
- >$5M: 13%

FULL TIME EQUIVALENT STAFF n=68

- Volunteer-run: 6%
- 1-5 FTE: 43%
- 6-10 FTE: 9%
- 11-25 FTE: 16%
- 26-50 FTE: 10%
- 51+ FTE: 16%

BOARD MEMBERSHIP n=68

- 1-5: 34%
- 6-10: 43%
- 11-25: 10%
- 26-50: 10%
- 51+: 4%
- Other: 1%

“Through very hard work and commitment, our FTE of three staff members, other independent contractors, and volunteers, we have grown and thrived during the pandemic. Our programs continued, and we undertook new social justice projects. We received generous support from Covid19 relief funding, but our leadership is over-worked...” - Orquesta Northwest
**INCOME SOURCES**

**SNAPSHOT:** Groups were asked to list the percentage of their total FY21 income from earned and contributed sources. Responding organizations reported a **100% increase in public support**, while concurrently experiencing a **44% decrease in earned income** from 2019 (n=91) to 2022 (n=58). The 2019 figures derive from the 2019 CPN Survey.

<table>
<thead>
<tr>
<th>Source Type</th>
<th>2019</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned income</td>
<td>22%</td>
<td>39%</td>
</tr>
<tr>
<td>Individual income</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>Corporate support</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Foundation support</td>
<td>11%</td>
<td>13%</td>
</tr>
<tr>
<td>Public support</td>
<td>9%</td>
<td>18%</td>
</tr>
<tr>
<td>Other sources</td>
<td>6%</td>
<td>16%</td>
</tr>
</tbody>
</table>

“We still are not in the position to feel stabilized without large relief support grants. We have a lot of worry about when those programs end...It seems like we’re all worried about this, and I hope we can find a way to collectively care for each other through this transition...” - Velocity Dance Center

**BY BUDGET SIZE:** Earned income represented **42%** of the FY21 budget for organizations who operate with budgets between **$500K-$1M** compared to **15%** for those with budgets **$50K-$250K**. Public support for those smaller budget organizations accounted for **32%** of their income, versus **17%** for organizations over **$5M** (n=58). ‘Other sources’ increases most notably among larger budget organizations, which requires further examination.

“**We need financial support, the notion that arts organizations are "fine" because of PPP and SVOG is false and pervasive. With the decline in public participation, individual and foundational support, how we navigate after this year is a real concern.**” - anonymous
**COMMUNITIES SERVED**

Part of ArtsFund’s guiding strategic framework is to be in service of broader, more diverse audiences, donor, participants and leadership that center Black, Indigenous, and People of Color (BIPOC), LGBTQIA+, people with disabilities and youth & families. The following questions sought to understand if and how Cultural Partners center these communities. Respondents could select multiple options. n=68

**LEADERSHIP COMPOSITION**

- 34% of respondents describe their organization’s composition as led by majority BIPOC staff
- 22% as having majority BIPOC board
- 13% as led both majority BIPOC staff & board
- 57% of respondents described their organization as ‘none of the above’.

**PROGRAMMING**

- 85% of responding organizations creates or provides programming for BIPOC communities.
- 85% creates or provides programming for youth & families.
- 59% creates or provides programming for LGBTQIA+ communities.
- 37% creates or provides programming for disability communities.
- 4% of respondents marked none of the above.

**MISSION/VISION/VALUES**

- 68% of responding organizations center BIPOC communities as part of its mission/vision/values.
- 57% center youth & families.
- 46% center LGBTQIA+ communities.
- 28% center disability communities.
- 19% of respondents marked none of the above.

**CHALLENGES**

Respondents were asked to name the top three greatest challenges facing your organization today and in the coming year (n=58). These qualitative, open-ended responses were analyzed through an emergent coding system to identify trends and patterns. Four primary topics emerged; the following describes each topic area and it’s related common themes.

**FUNDING**

Common themes: general (fundraising), inflation, increased expense and flat revenue, capital campaigns, decreased funding sources, and maintaining and growing revenue.

“Regrowing and re-diversifying income streams to meet the increased cost of labor and operational expenses.” - anonymous

**STAFFING**

Common themes: staff retention, understaffed, equitable pay, staff recruiting, and cost of living adjustments.

“Staff retention due to increased cost of living in Seattle” - anonymous

**AUDIENCE GROWTH**

Common themes: growing in-person audiences, engaging diverse audiences, rebuilding audiences post closures, and engaging young audiences.

“Impact of the pandemic - we have struggled to perform while the capacity has been limited and it has taken some time to build up the audience due to hesitance of public to come back.” - Theatre33

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**ORGANIZATIONAL**

Common themes: internal capacity, becoming more diverse, and sustainability of business models.

“Working towards becoming an anti-bias/anti-racist organization and the capacity it takes to get there internally and externally.” - anonymous
Respondents were asked to name capacity building opportunities or resources that would be useful to their organization in the coming year (n=54). These qualitative, open-ended responses were analyzed through an emergent coding system to identify trends and patterns. Four primary topics emerged; the following describes each topic area and its related common themes.

**ORGANIZATIONAL** (42%)
Common themes: Diversity/equity/inclusion, infrastructure, capacity, strategic planning, accessibility, and resource sharing.

**STAFFING** (13%)
Common themes: Hiring, general, leadership transitions, and professional development for staff.

**DEVELOPMENT** (11%)
Common themes: General (trainings on fundraising trends, grant resources, and support finding funding resources regionally and nationally), grant writing, and capital campaigns.

**OTHER** (12%)
Includes: General (convenings, trainings, professional development opportunities) and in-person networking opportunities.

“We want to grow our organization, particularly in the area of earned income [...]. We need help with strategic planning in order to expand realistically and responsibly.” - Hilltop Artists

**PARTNERSHIPS**
Respondents shared the names of organizations and/or individuals they had partnered with over the past year (n=53). Open-ended responses and respective website were analyzed to determine the following categories.

**Categories of organizations**
- Accessibility-centered organizations
- Artists
- Business-centered organizations
- Consultants
- Corporations
- Cultural coalitions
- Cultural funders
- Cultural organizations
- Education-centered organizations
- Environmental organizations
- Governmental organizations
- Healthcare institutions
- Social services organizations
- LGBTQIA+-centered organizations
- Libraries
- Schools & education institutions
- Small business
- Tribes
- Youth-centered organizations
- Other

Organizations partnered with 250 unique organizations. 41% of which were other cultural organizations.

Photo credit: Bellevue Arts Museum
ArtsFund wanted to understand what values or benefits, if any, organizations gained from participation in the CPN (n=47). These qualitative, open-ended responses were analyzed through an emergent coding system to identify trends and patterns. Three primary topics emerged, which are described below.

**CONNECTION (47%)**
The potential for collaboration and partnership with other Cultural Partner organizations and more generally, the opportunity to build relationships within the larger network.

**COMMUNICATIONS (28%)**
Access to information and resource sharing and insight gained into other partner’s events and activities.

**FUNDING OPPORTUNITIES (26%)**
Awareness of grant and funding opportunities, both at ArtsFund and across the sector.

Relatedly, respondents listed the primary barriers that impacted their engagement or participation with the CPN (n=39)

**CAPACITY (64%)**
Respondents cited limitations of time with their existing workloads. Relatedly, staff capacity was cited as a barrier to fostering relationships and/or collaboration with other Cultural Partners.

**FINANCIAL (10%)**
Refers to the compensation required for internal staff participation time, or the ability to pay partner organizations for their administration time.

“...[CPN] does the vital work of uniting us around our shared needs, and adding support and leverage that amplify our efforts to advocate for those needs...” - anonymous

“Lack of time and availability (due largely to understaffing)” - anonymous

Seattle Symphony performing Stravinsky Persephone at Benroya Hall. Photo credit: Brandon Patoc
Respondents were asked to suggest capacity building resources that their organization had used/experienced to be shared out with the larger cultural community. ArtsFund has not independently vetted the following recommendations.

**CONSULTANT SERVICES**
- Coleman & Associates: equity, diversity, and inclusion
- Elizabeth Ralston Consulting: community health, nonprofits, and accessibility
- Epiphanies of Equity, LLC: social equity and advocacy
- HeARTWork Collective: culture, identity, equity, and art
- LTHJ Global: equity, diversity, inclusion
- Natalie Lamberjack Consulting, LLC: fundraising and management
- Praxis Essentials, LLC: professional development, workshops, arts education
- Racial Equity Insights: institutional racism, racial equity, implicit bias
- Sensory Access: accessibility audits, inclusion training, certification

**GROUPS & COALITIONS**
- Building Art Space Equitably (BASE): certification program to support cultural spaces
- Cultural Competency and Equity Coalition: inclusion, diversity, equity, anti-racism, cultural competence for the classical arts
- Fundraising for the Arts: taskforce of 4Culture for arts and culture fundraising professionals
- Seattle Arts and Culture for Anti-Racism (SACA): cohort, affinity & caucus spaces, workshops, other programming
- Seattle Cultural Accessibility Consortium: workshops and resources to improve accessibility for people of all abilities
- Youth Development Executives of King County (YDEKC): coalition of leaders from youth-serving community based and nonprofit organizations

**TRAININGS**
- ArtsFund Board Leadership Training: current and future nonprofit board members
- Right to Be (formerly Hollaback!): resources to respond, intervene, and heal from harassment
- School’s Out Washington (SOWA): supports those working with young people, build management skills, and develop social emotional skills

**RESEARCH**
- ArtsFund COVID Cultural Impact Study: impacts on pandemic on Washington State’s cultural nonprofits
- Dr. Kira Mouseth: research and trainings about disaster preparedness and resilience building within local communities

**OTHER**
- Peachjar: digital communication platform for parents and schools
- Race: The Power of an Illusion: documentary series and related curriculum
- SOWA Bridge Conference: school-age care providers, youth development professionals, community organizers, funders, policy makers
- Tessitura: CRM software for arts and culture organizations

“[...] hiring contractors with the expertise in areas like grant strategy and management and capital campaigns have helped pushed us forward towards our goals and filled the knowledge and capacity gap.”
- anonymous
APPENDIX: 2022 CULTURAL PARTNERS

Cultural Partners are a network of ArtsFund-affiliated arts and cultural organizations in the Central Puget Sound region. Through trainings, events, and communications, the network deepens ties between organizations, provides capacity building resources, and generates exposure to new audiences and donors.

For more information, visit www.artsfund.org/CulturalPartners.

5th Avenue Theatre*
ACT Theatre*
American Asian Performing Arts Theatre*
Artist Trust*
Arts Corps*
ArtsWest
Asia Pacific Cultural Center*
Auburn Symphony Orchestra
Bellevue Arts Museum
Book-It Repertory Theatre
Brazil Center*
Burke Museum*
Central District Forum for Arts & Ideas
Chamber Music Guild
Chinese Music and Arts Association
Classical KING FM 98.1*
Coyote Central
Deaf Spotlight*
Delridge Neighborhood Development Association*
Densho*
Diverse Harmony
Early Music Seattle*
Earshot Jazz*
Edmonds Center for the Arts
Edmonds Driftwood Players*
El Centro de la Raza
Emerald City Music*
Federal Way Symphony
Freehold Theatre Studio/Lab
Friends of KEXP*
Frye Art Museum
Gage Academy of Art
Grand Cinema
Henry Art Gallery
Hilltop Artists in Residence*
Hugo House*
Intiman Theatre*
Jack Straw Cultural Center
Japan Arts Connection Lab
Jet City Improv
Key to Change*
Khambatta Dance Company*
Kirkland Arts Center
LAKSTON
Lakewood Playhouse
Latino Theatre Projects
Meany Center for the Performing Arts*
Mini Mart City Park
Museum of Glass
Museum of History & Industry*
Museum of Pop Culture (MoPOP)*
Music Center of the Northwest*
Music Works Northwest*
National Nordic Museum*
NFFTY*
Northwest African American Museum*
Northwest Choirs*
Northwest Film Forum*
Northwest Folklife
Northwest Puppet Center
Northwest Sinfonietta*
Northwest Tap Connection
On the Boards
Orquesta Northwest*
Pacific MusicWorks
Pacific Northwest Ballet*
Path With Art
Photographic Center Northwest
Pottery Northwest*
Pratidhwani*
Puget Sound Revels
Red Eagle Soaring*
Schack Art Center
Seattle Art Museum*
Seattle Arts & Lectures*
Seattle Asian American Film Festival*
Seattle Center Festál*
Seattle Chamber Music Society
Seattle Children's Theatre*
Seattle Chinese Chorus
Seattle Choral Company
Seattle JazzED*
Seattle Latino Film Festival*
Seattle Men's Chorus/Seattle Women's Chorus
Seattle Music Partners
Seattle Opera*
Seattle Pro Musica*
Seattle Public Theater*
Seattle Rep*
Seattle Repertory Jazz Orchestra*
Seattle Shakespeare Company*
Seattle Symphony
Seattle Theatre Group*
Seattle Youth Symphony Orchestra
SEEDArts
ShoreLake Arts
Shunpike
SIFF
SIS Productions
Snohomish County Music Project
Sound Theatre Company
Spectrum Dance Theater
Symphony Tacoma
Tacoma Art Museum*
Tacoma Arts Live
Tacoma Musical Playhouse
Tacoma Opera
Tacoma Urban Performing Arts Company (TUPAC)*
Tacoma Youth Symphony Association*
Taproot Theatre*
Tasveer
Ted Brown Music Outreach*
TeenTix
The Esoterics
The Williams Project*
The Vera Project
Theatre33*
Three Dollar Bill Cinema*
Totem Star*
Town Hall Seattle*
Unexpected Productions Improv*
Urban ArtWorks
Vashon Center for the Arts*
Velocity Dance Center*
Village Theatre*
Wa Na Wari
Washington Ensemble Theatre (WET)
Whim W'Him*
Wing Luke Museum*
yahaw Indigenous Creatives Collective*
Youth in Focus*

* Indicates survey respondents