

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.

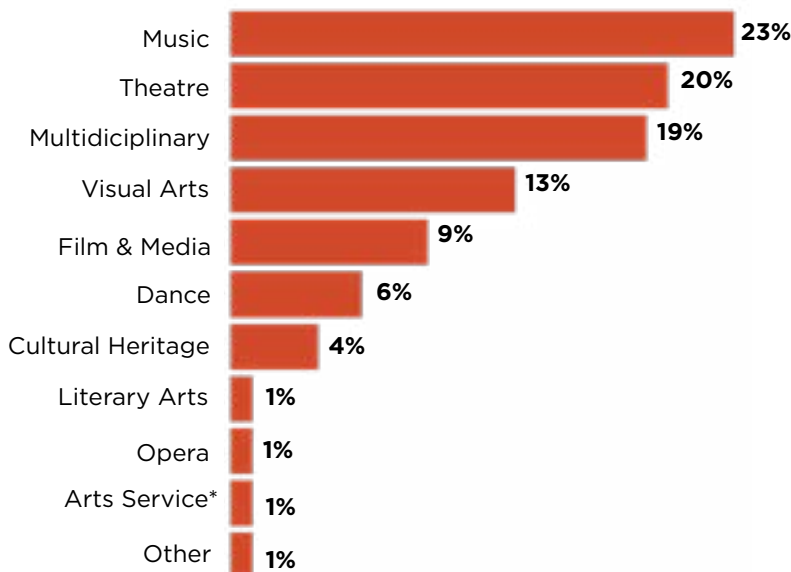
Scope & Participation: 132 organizations were surveyed via e-newsletter and email between July 27 and August 17, 2022. **52%** of organizations completed the survey (n=69). The previous survey efforts occurred in 2019; a selection of data is used in this report as a source of comparison between pre-COVID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

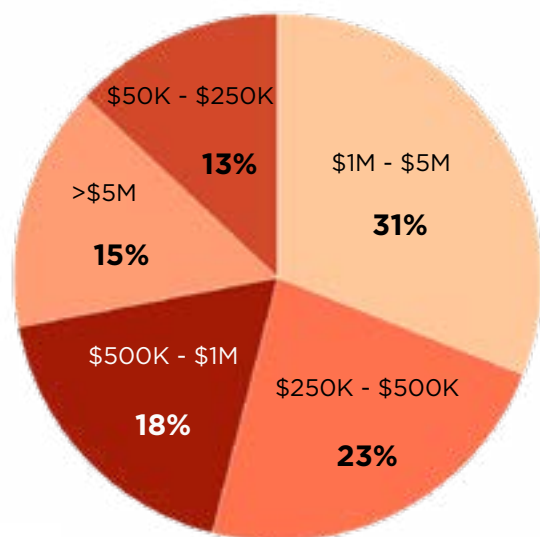
NETWORK COMPOSITION

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.

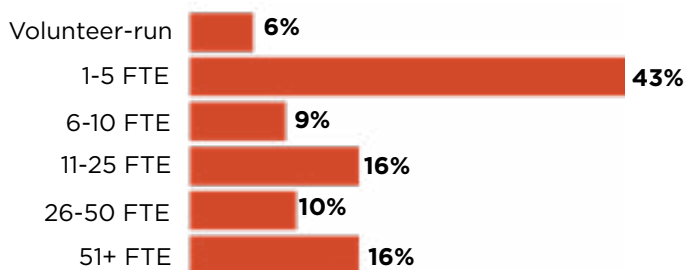
PRIMARY DISCIPLINE n=69



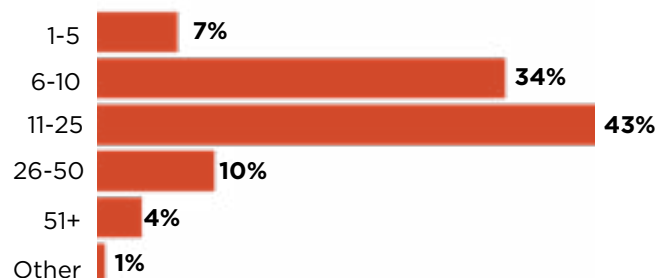
ANNUAL EXPENSE BUDGET (FY21) n=61



FULL TIME EQUIVALENT STAFF n=68



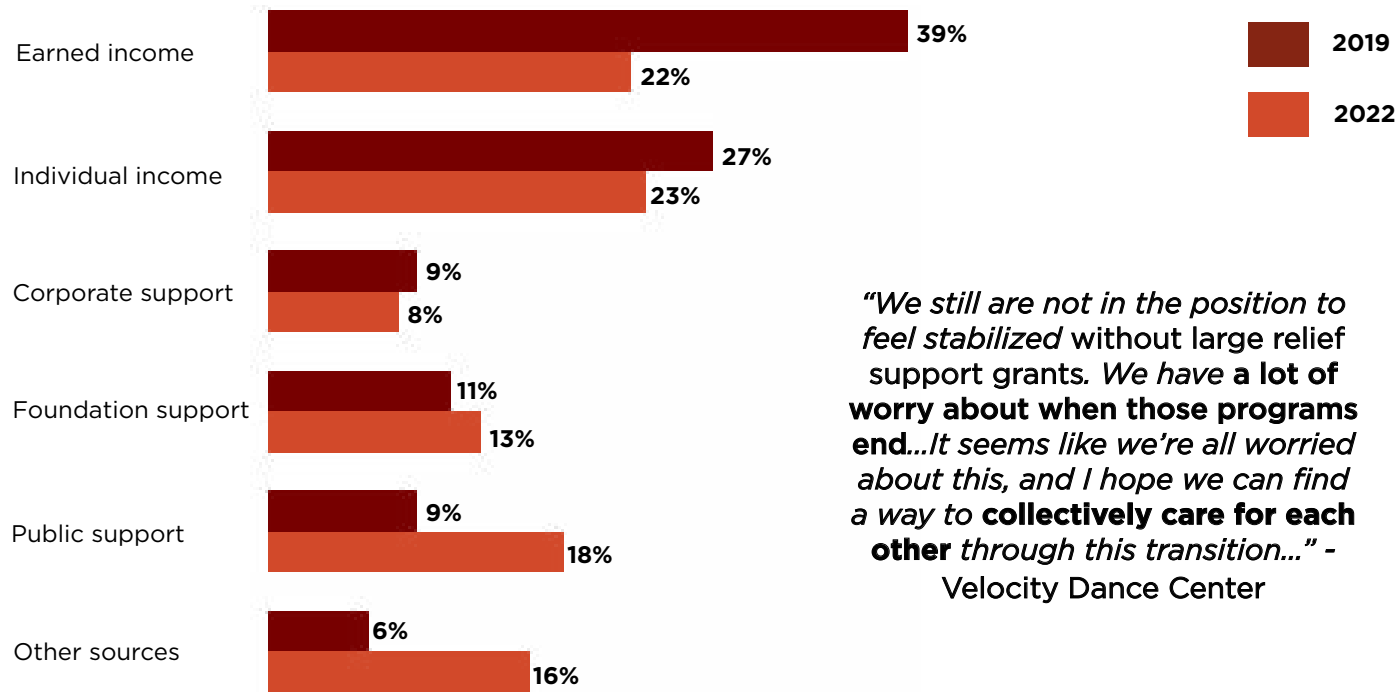
BOARD MEMBERSHIP n=68



“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

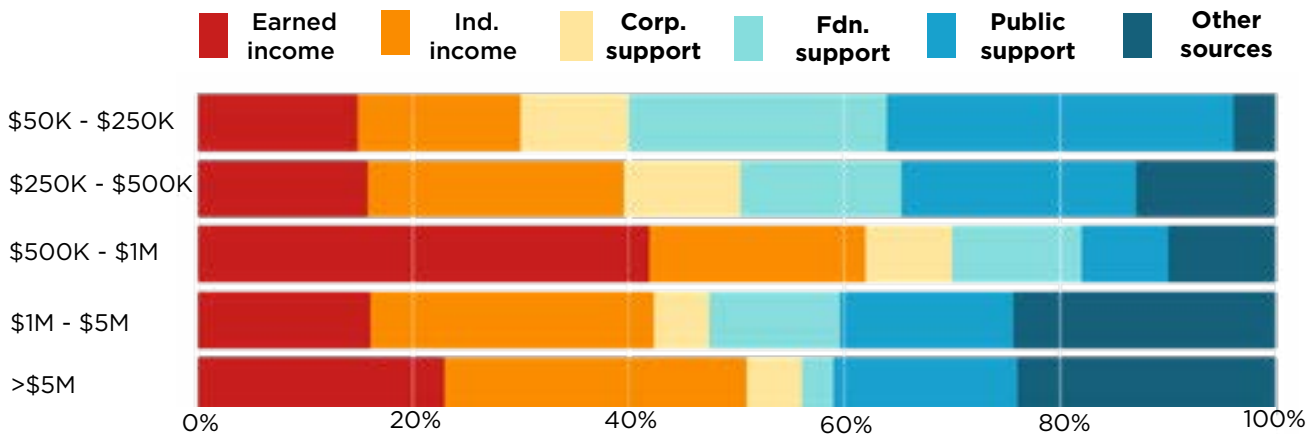
INCOME SOURCES

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.



“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

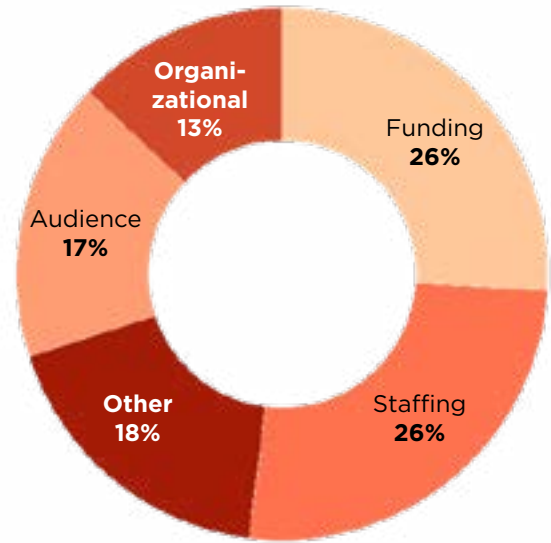
Common themes: staff retention, understaffed, equitable pay, staff recruiting, and cost of living adjustments.

“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



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

IDENTIFIED NEEDS

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.



Photo credit: Bellevue Arts Museum

*“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*

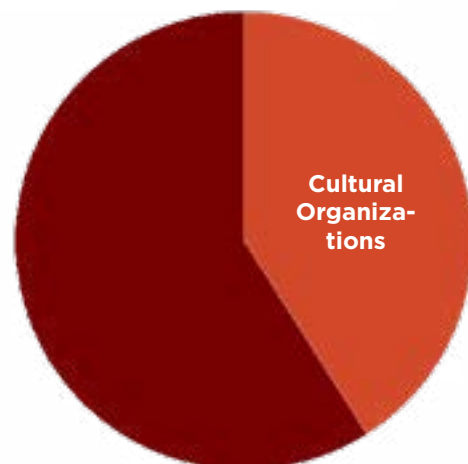
PARTNERSHIPS

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.



Other common partnership were with social services organizations and school & education institutions.

CPN PARTICIPATION & ENGAGEMENT

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.

"...[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

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.

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



Seattle Symphony performing Stravinsky Persephone at Benroya Hall. Photo credit: Brandon Patoc

CPN APPENDIX: RECOMMENDED RESOURCES

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

* Indicates survey respondents