

 **A50 ARTSFUND**

CULTURAL PARTNERS NETWORK

2019 Annual Survey

Findings compiled from 91 arts and cultural organizations in the Central Puget Sound Region

INTRODUCTION

In the summer of 2019, ArtsFund conducted a survey of its 120 Cultural Partners.* This annual survey serves to answer some key questions about the Cultural Partners Network: What is the overall range and scope of the groups that ArtsFund serves? What are their greatest needs and challenges? How can ArtsFund better serve the Cultural Partners Network? We analyze the responses and include aggregate findings in this report for the purpose of deepening our community's understanding of the shifting cultural landscape in which we operate.

While the Cultural Partners Network changes, these annual surveys allow us to look at how its composition, challenges, and needs shift over time. This overview of our sector empowers our Cultural Partners to better advocate around issues the arts and cultural community faces, to amplify the powerful work that is happening in the Central Puget Sound region, and to benchmark their own organizations against peer organizations. This resource also serves to identify needs and opportunities to strengthen the sector for funders and other members of our cultural ecosystem.

As we look to the future, these findings help our communities continue to support the arts and cultural sector. We thank everyone who took the time to complete this survey, and to our entire network for your continued investment in and engagement with ArtsFund.

Scope

120 organizations were surveyed via email between July 23 and August 2, 2019. One person per organization was contacted, with the option to designate another staff person at their organization as the survey respondent if they desired. The survey contained seventeen questions, including questions on organizational composition, needs and challenges, and finance. This is the third annual survey of the Cultural Partners Network. A survey will continue to be conducted and updated annually.

Participation

76% of organizations contacted completed the survey. The data presented in the pages to follow is compiled from 91 complete responses.

Notes

All data depicted in this report is based on survey responses and information shared in annual grant applications and has not been independently verified.

*For more information on the Cultural Partners Network, see page 14.

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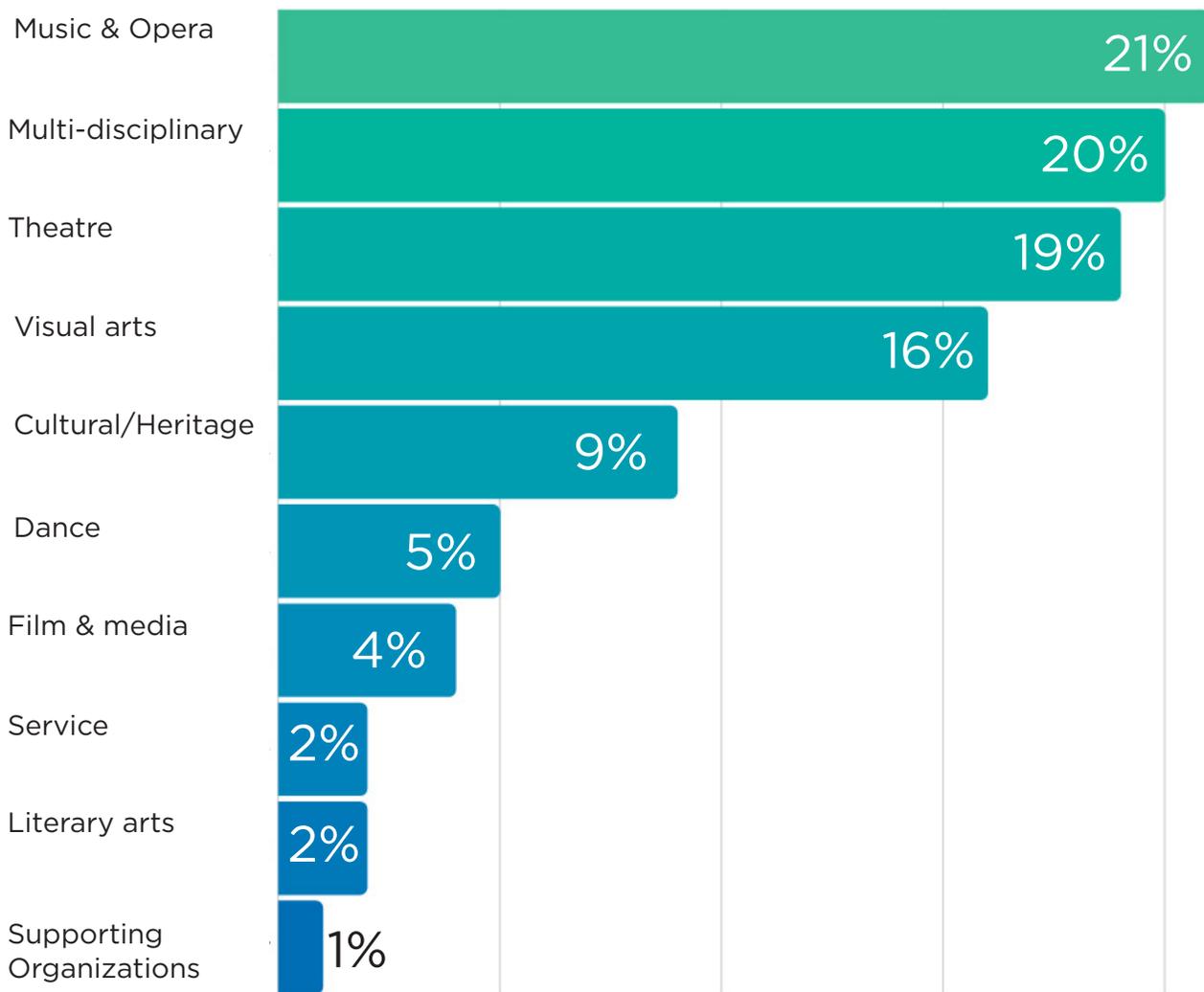
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NETWORK COMPOSITION

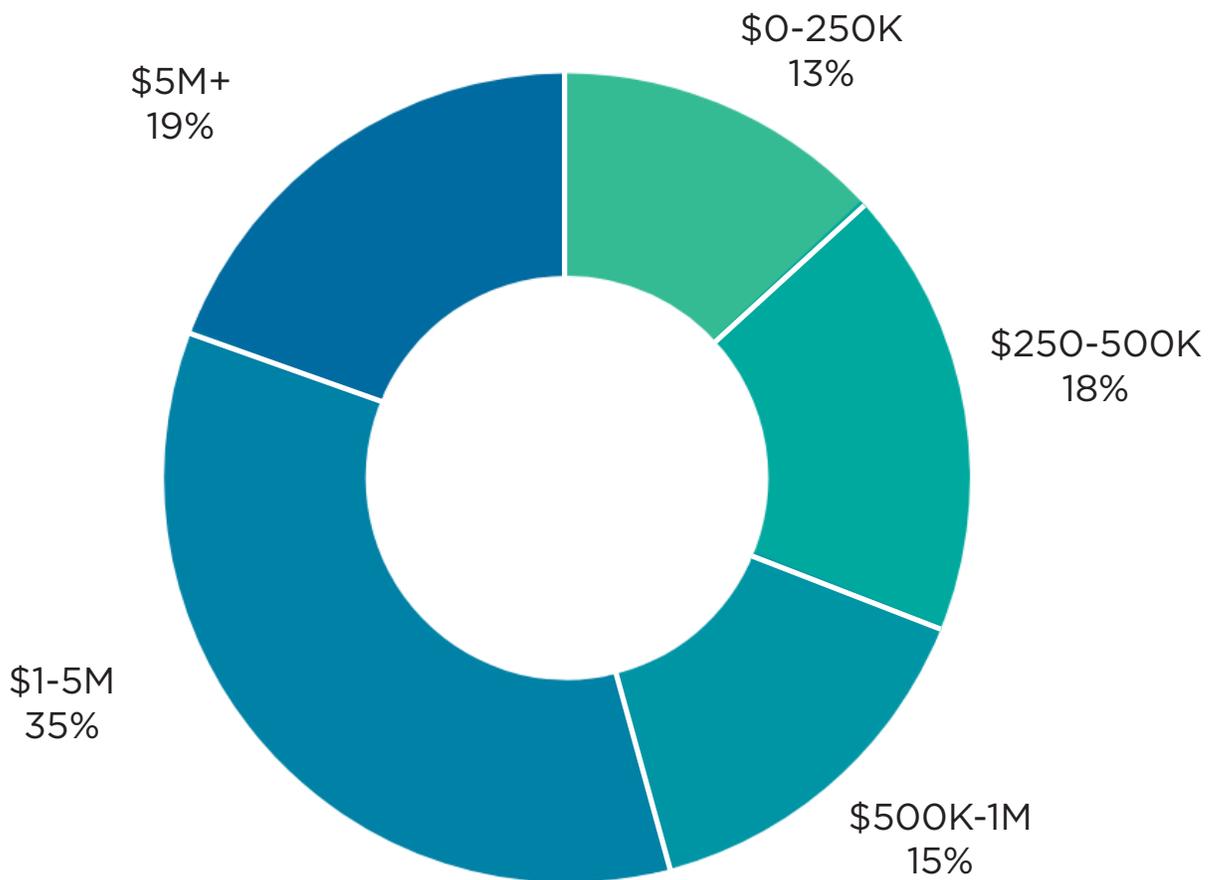
Groups by Discipline

Based on last year's responses we added "Cultural/Heritage" as an independent discipline option.



NETWORK COMPOSITION

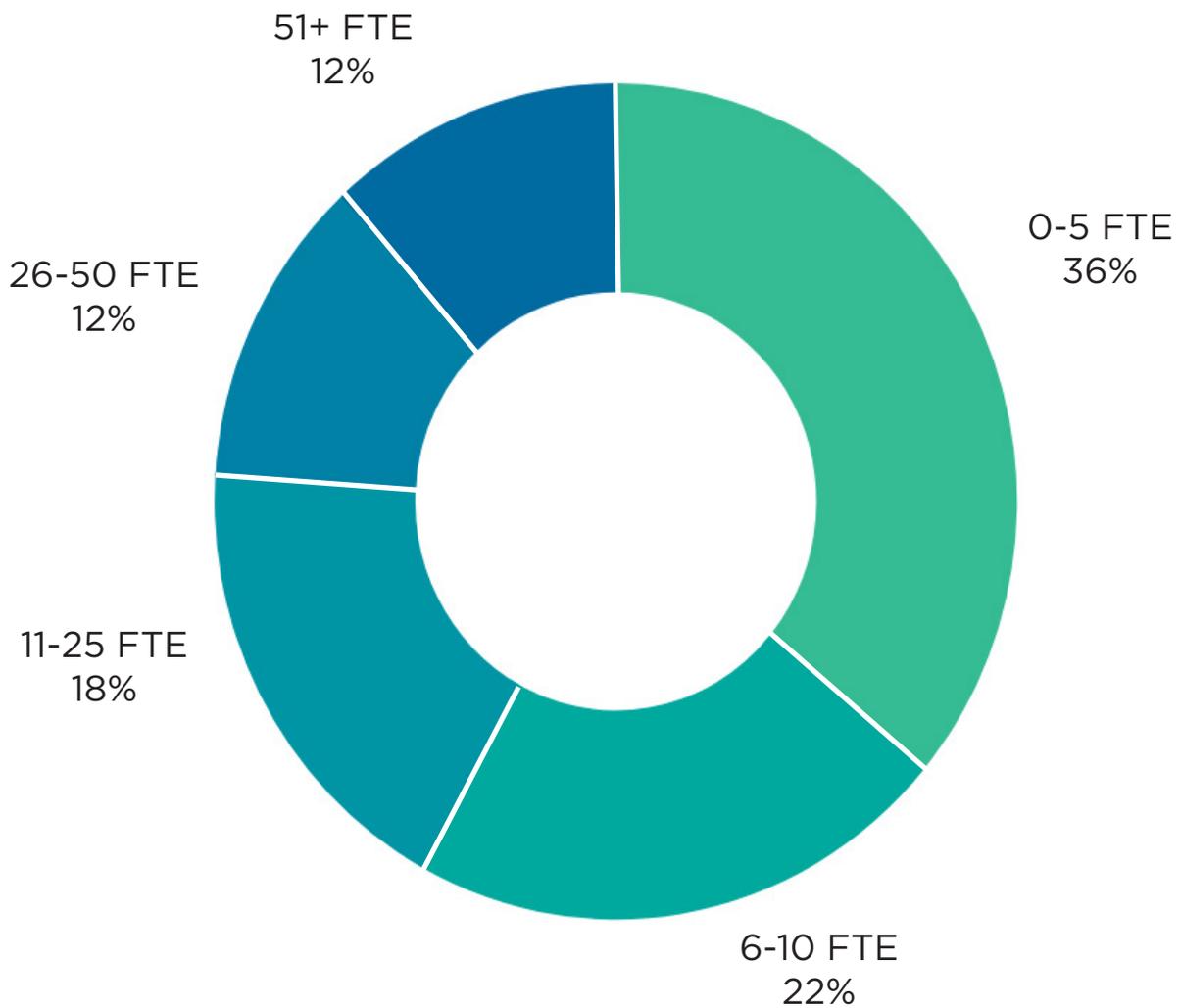
Annual Expense Budget



NETWORK COMPOSITION

Staff Size

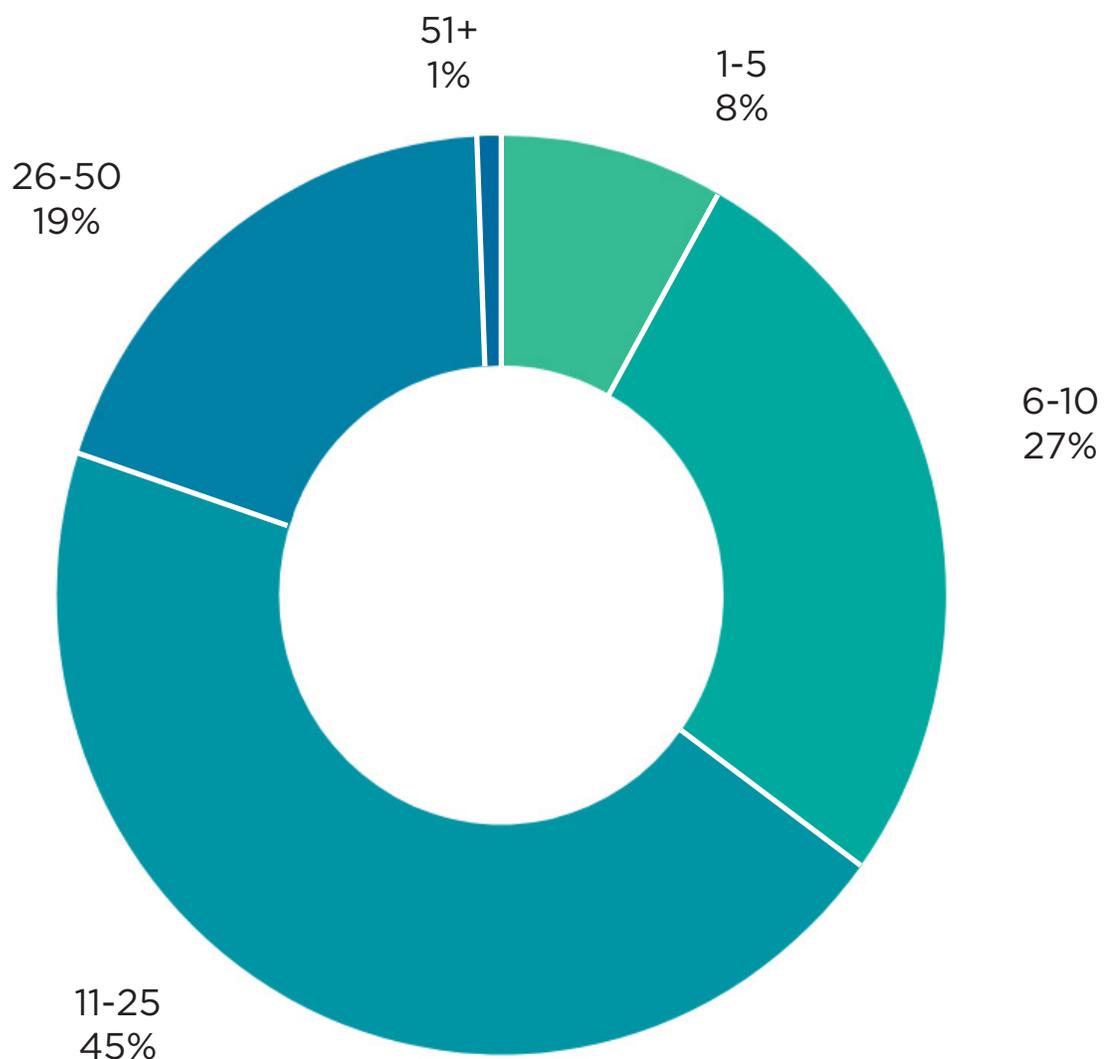
Number of full time equivalent employees.
36% of respondents reported 5 or fewer FTE.
76% of respondents reported 25 or fewer FTE.



NETWORK COMPOSITION

Board Membership Size

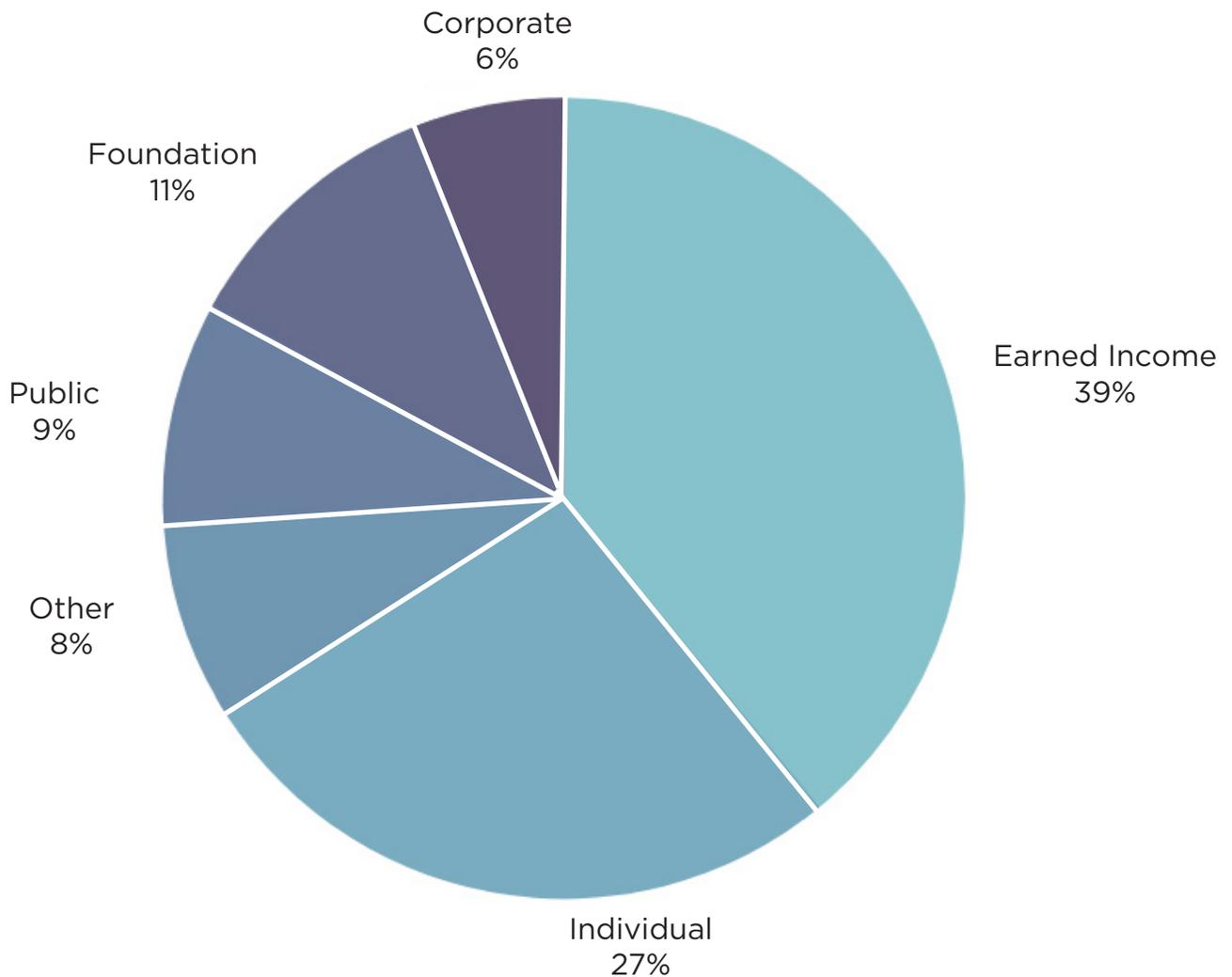
The variable most closely correlating with board size is annual expense budget.



INCOME SOURCES

Network Snapshot

Across groups of all sizes, corporate support comprised the smallest percentage of total income. Similarly, across the board, earned income and individual giving were among the largest sources of total income.



INCOME SOURCES

Budget Tier Breakdown

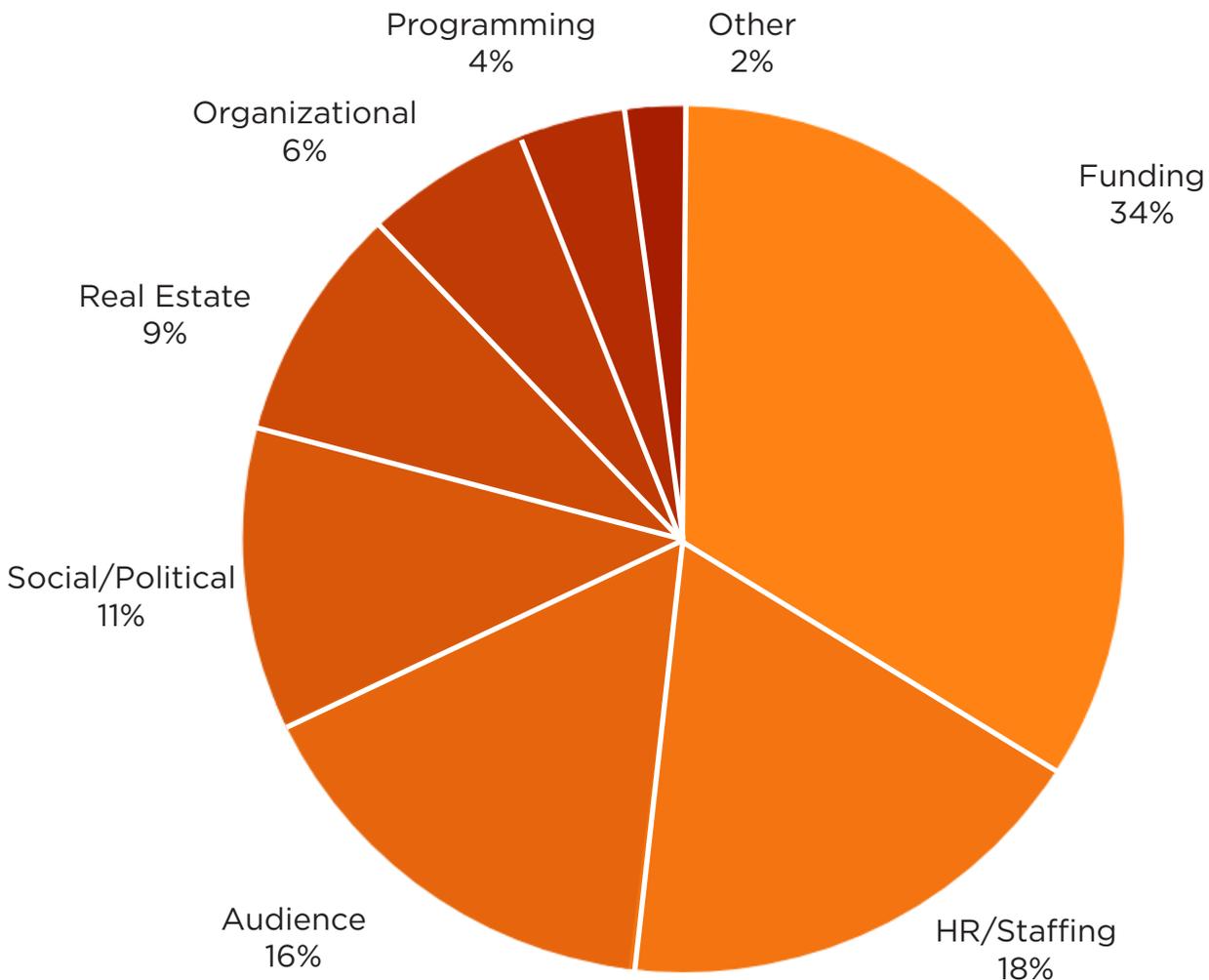
When analyzing responses by budget size, earned income percentages tended to increase with annual budget size, with earned income accounting for approximately half the total income for groups in the \$5M+ and the \$500K-\$1M ranges. Foundation support comprised less of the largest groups total income and increased steadily among smaller tiered organizations.



CHALLENGES

“In a few words, what are the TOP THREE greatest challenges facing your organization today and in the coming year?”

Of 271 distinct challenges identified in response to an open-ended question, seven common themes emerged: challenges related to **funding, staffing or human resources, audience growth or management, social or political issues**, challenges related to **real estate or space**, and **organizational** challenges. “**Programming**” challenges includes expansion of current programming, developing and reimagining programs, and expanding work with artists. “**Other**” includes transportation, technology, artist housing, and licensing costs.



CHALLENGES

This was an open-ended question. A representative sample of examples have been taken directly from survey responses.

Funding

Common Themes: Need for operating support, capital campaigns, unpredictable funding, shifts in funding priorities of funders.

“Growing our operating budget and securing resources to support our mission.”

“It’s getting more and more difficult to secure arts funding from granting agencies and corporations.”

“Low support/priority from private funders for Arts & Culture”

“Developing partnerships with public agencies (specifically, state and federal).”

Human Resources (HR) and Staffing

Common Themes: Hiring and growing staff, meeting cost of living for employees, leadership transitions.

“Paying staff salaries high enough to attract & retain quality.”

“The cost of living in Seattle and keeping good people on smaller salaries”

“Meaningful professional development opportunities that are within our means and budget.”

“Board recruitment. We need more members who are interested in the arts from the community - ideally, representing more viewpoints and opportunities.”

Audience

Common Themes: Attracting new audiences, shifting audience tastes, lack of visibility, managing growth.

“Building relationships with community partners who aren’t yet familiar with us and the services we have to offer.”

“Finding ways to authentically reach/serve the growing diverse populations in our region.”

“Engaging audiences and community groups who aren’t yet familiar with us, our facility, and program.”

Social and Political Landscape

Common Themes: Becoming equitable, current political environment, affordability, and evolving communities.

“Communicating the value of artists as vital contributors to our region.”

“Achieving a diversified board and staff that reflect the demographics of the region.”

“Loss of arts journalism and advocacy for the arts ecology in Seattle.”

“Creating a more actively equitable space and opportunities for audiences, presenters, and partners.”

Real Estate

Common Themes: Need for bigger or better space, moving to a new space, need for renovation.

“Venue availability and cost.”

“Growing the use of our facility within the constraints of our organization’s capacity.”

“Finding ways to expand our facilities programming space.”

Organizational

Common Themes: Organizational capacity, strategic and long-term planning.

“Measurement & evaluation.”

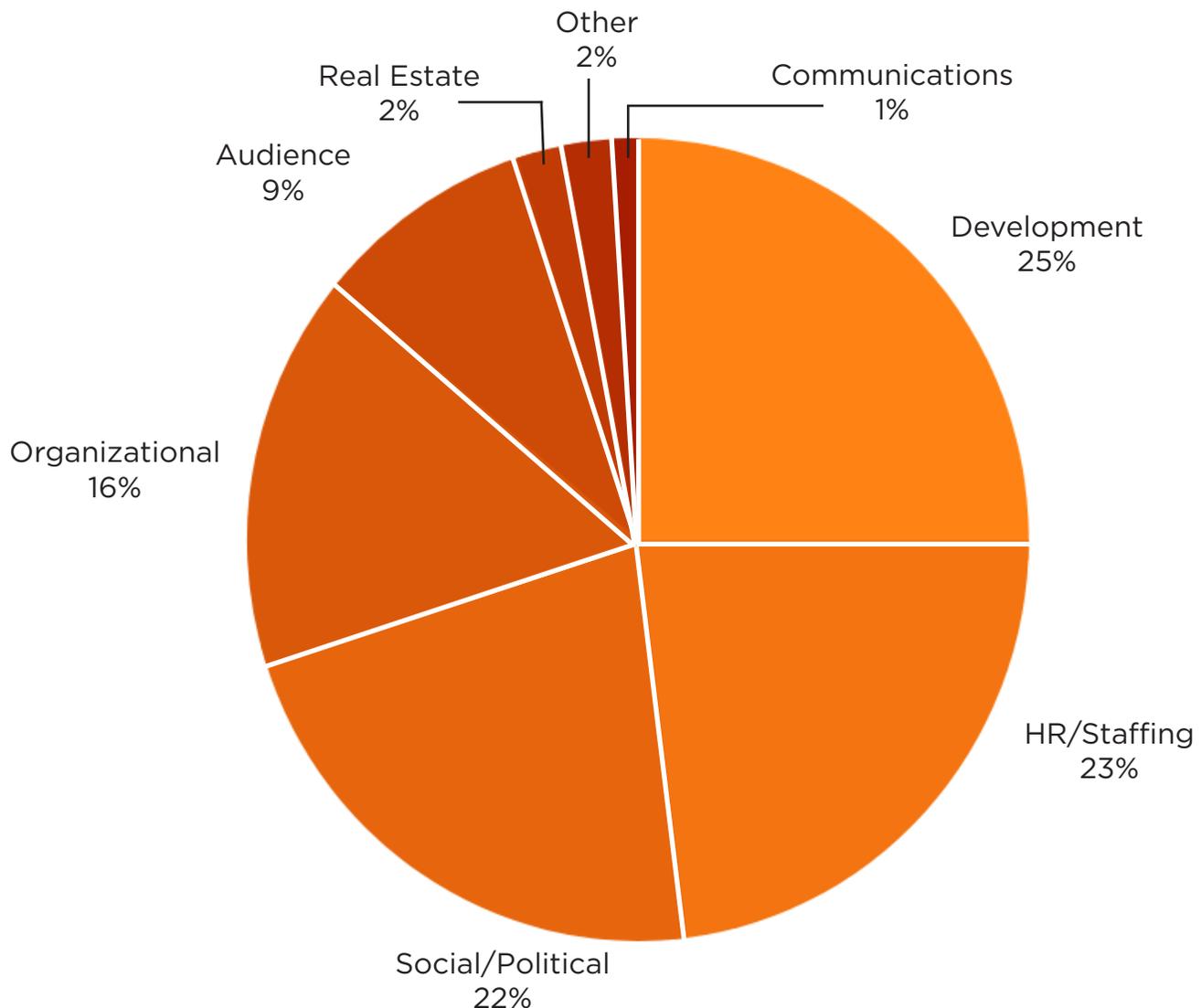
“Building a sustainable business plan and a new strategic plan.”

“Managing growth while fostering strong organizational culture”

IDENTIFIED NEEDS

“What trainings, services, and/or convenings would be useful to your organization in the coming year?”

Of 164 distinct needs identified in response to an open-ended question, responses most frequently related to **development, human resources or staffing, equity work, marketing, and organizational skill strengthening.** “Other” includes tech and data privacy. “Communications” is related to messaging organizational social impacts.



IDENTIFIED NEEDS

This was an open-ended question. A representative sample of examples have been taken directly from survey responses.

Development

Common Themes: Need for board fundraising training, knowledge on acquiring corporate sponsorships, information on fundraising for smaller organizations.

“Presentations by institutional funders (corporate, foundation, and government) about their priorities.”

“Opening channels to legacy gifts and planned giving.”

“How to structure and manage a capital campaign.”

Human Resources (HR) and Staffing

Common Themes: Events to help recruit new board members, leadership transitions, working with volunteers.

“Assistance with board recruitment through actual ‘matchmaking.’”

“Board development.”

“Mentorship for new EDs.”

“What do community volunteers want and need?”

Social & Political Landscape

Common Themes: Racial equity trainings for boards and staffs, improving equity and inclusion practices across the sector, advocacy, responding to evolving community.

“Unpacking equity, access, and arts for board members - how it leads to bigger impact in the community AND more thoughtful philanthropic support.”

“How we advocate as a UNITED community.”

“How to work within oppressive systems while maintaining creativity and other values.”

“How to respond to changing demographics in Seattle as the population expands.”

Organizational

Common Themes: Building partnerships, networking, strategic planning, and discipline specific gatherings.

“Strategic planning.”

“Curated networking opportunities/happy hours - for young EDs, or specific-budget-size orgs to develop connections and collaborative opportunities.”

“Talking to other similar organizations.”

“Exploring partnerships among arts orgs and broader non-profits.”

Audience

Common Themes: Attracting new audiences, working with media, digital marketing, and using social media.

“Working with Seattle’s limited arts media for greater exposure.”

“Utilizing Social Media.”

“Audience development and surveying for diversity.”

Real Estate

Common Themes: Need for bigger or better space, moving to a new space, need for renovation.

“Space search and facility upgrades.”

CULTURAL PARTNERS

ArtsFund's 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.

2019 CULTURAL PARTNERS:

5th Avenue Theatre*	Kirkland Performance Center	Seattle Pro Musica*
ACT Theatre*	Lakewood Playhouse	Seattle Public Theater*
American Asian Performing Arts Theatre*	Latino Theatre Projects*	Seattle Rep*
Art with Heart*	Meany Center for the Performing Arts*	Seattle Repertory Jazz Orchestra*
Artist Trust*	Museum of Glass*	Seattle Shakespeare Company*
Arts Corps*	Museum of History & Industry*	Seattle Symphony*
ArtsWest*	Museum of Pop Culture (MoPOP)	Seattle Theatre Group*
Asia Pacific Cultural Center	Music Center of the Northwest	Seattle Youth Symphony Orchestra*
Auburn Symphony Orchestra*	Music Works Northwest*	Shoreline/Lake Forest Park Arts Council*
Bellevue Arts Museum*	National Nordic Museum*	SIFF*
Book-It Repertory Theatre*	Northwest African American Museum*	SIS Productions
Burke Museum*	Northwest Film Forum*	Snohomish County Music Project*
Central District Forum for Arts & Ideas*	Northwest Folklife*	Spectrum Dance Theater
Chamber Music Madness	Northwest Puppet Center	Symphony Tacoma*
Chinese Music and Arts Association*	Northwest Sinfonietta*	Tacoma Art Museum*
Classical KING FM 98.1*	On the Boards*	Tacoma Arts Live*
Coyote Central*	Pacific MusicWorks	Tacoma Musical Playhouse*
Deaf Spotlight*	Pacific Northwest Ballet*	Tacoma Opera*
Densho*	Path With Art*	Tacoma Youth Symphony Association
Diverse Harmony	Photographic Center Northwest*	Taproot Theatre*
Early Music Seattle*	Pratidhwani*	Tasveer*
Earshot Jazz*	Pratt Fine Arts*	Ted Brown Music Outreach
Edmonds Center for the Arts	Puget Sound Revels*	TeenTix*
Edmonds Driftwood Players*	Red Eagle Soaring*	The Esoterics
Federal Way Symphony*	Richard Hugo House	The Vera Project*
Festal*	Schack Art Center	The Dance School
Freehold Theatre*	Seattle Art Museum*	The Esoterics
Friends of KEXP*	Seattle Arts & Lectures*	Theater Schmeater
Frye Art Museum*	Seattle Asian American Film Festival*	Three Dollar Bill Cinema
Gage Academy of Art*	Seattle Chamber Music Society*	Town Hall Association*
Grand Cinema	Seattle Children's Theatre*	Unexpected Productions*
Henry Art Gallery*	Seattle Chinese Chorus	Vashon Center for the Arts*
Hilltop Artists*	Seattle Choral Company*	Velocity Dance Center*
Intiman Theatre*	Seattle JazzED*	Village Theatre*
Jack Straw Cultural Center*	Seattle Latino Film Festival*	Washington Ensemble Theatre (WET)
Japan Arts Connection Lab*	Seattle Men's Chorus/Seattle Women's Chorus	Whim W'Him*
Jet City Improv*	Seattle Music Partners*	Wing Luke Museum of the Asian Pacific American Experience*
Khambatta Dance Company*	Seattle Opera*	Youth in Focus*
Kirkland Arts Center*		

* Indicates survey respondents

ABOUT ARTSFUND

ArtsFund is a Seattle-based nonprofit that strengthens the Puget Sound region by supporting the arts. Thanks to thousands of annual gifts from individuals and businesses, ArtsFund has provided grants, capacity-building programs, and services to strengthen the region's cultural organizations for 50 years. In addition, ArtsFund champions the critical role arts play in a healthy community, and is a central advocate for the arts.

ARTSFUND'S VALUES

We Ignite Passion for the Arts.

We believe arts and culture inspire, empower, and transform individuals and communities.

We Promote Equitable and Inclusive Communities.

We believe the arts should be accessible to all and reflect, represent, and engage the entire community.

We Innovate through Collaboration and Leadership.

We believe our impact and relevance, and that of the arts sector, are deepened through continuous learning, creative leadership, and strategic partnerships.

FIND US

www.artsfund.org

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