



OFFICE OF ARTS & CULTURE
SEATTLE

MEMORANDUM

To: Councilmember Sally J. Clark, Chair, Housing Affordability, Human Services & Economic Resiliency Committee
Councilmember Tom Rasmussen
Councilmember Kshama Sawant

From: Randy Engstrom, Director, Seattle Office of Arts and Culture

Date: September 19, 2014

Subject: 2014 City Council Green Sheet 59-1-A-2

As part of its 2014 budget deliberations, the City Council adopted Green Sheet 59-1-A-2. This Green Sheet dedicated \$150,000 in General Subfund to provide grant support, via the Arts Mean Business funding program, to nonprofit arts organizations in Seattle, including those that serve communities of color and economically disadvantaged populations.

The Arts Mean Business program provides one-time salary or contract support for staff positions that applicant organizations consider essential to the organizations' implementation of sustainable revenue strategies. The Green Sheet requested that the Department of Arts and Culture provide, no later than the date that the 2015-2016 Proposed Budget was delivered to Council, a report on the organizations that the Department selected to receive Arts Means Business support. Specifically, the Green Sheet requested a description of each organization, selected; a summary of what each grant would fund; and information about how the staff, board, and/or mission of the selected organizations served communities of color and/or economically disadvantaged populations. That information is provided as an attachment.

The Department received 56 applications for Arts Mean Business funding and determined that 18 of them (32%) were from organizations that represented and served communities of color and/or economically disadvantaged populations. The six funded proposals were selected based on the results of an established scoring rubric (also attached) and in particular on the degree to which the described position add or increase was likely to lead to sustainable revenue generation.

Randy Engstrom, Director | Ed Murray, Mayor

Street Address: 700 Fifth Avenue, Suite 1766, Seattle, WA 98104 Mailing Address: PO Box 98124-4748
Tel: (206) 684-7171 Fax: (206) 684-7172 arts.culture@seattle.gov www.seattle.gov/arts

The total amount of funding awarded in 2014 was \$148,220. The variance from the \$150,000 GSF funding level is due to the non-rounded amount requested from one of the funded organizations. The Department intends to use the remaining \$1780 to contract with representatives from each funded organization, seeking information about how it can better engage stakeholders and communities who are connected to these organizations.

The Green Sheet ties the \$150,000 in funding to “grant support to 10 to 15 nonprofit arts organizations.” We were able to fund six organizations. As background for this disparity, Council approached the Department during its budget deliberations in late 2013 to discuss the possibility of continuing, in the 2014 budget, the support it had extended to Arts Mean Business in 2012. In response to an inquiry, the Department estimated that it would be able to support 10 to 15 organizations, but that figure was based on the 2012 funding level of \$250,000 and the funding limit that year of \$10,000 for organizations with annual budgets below \$400,000. We removed this limit in 2014, wanting to made the same opportunities available to organizations of all sizes.

The Department of Arts and Culture appreciated the Council funding and believes that it will have a significant and ongoing positive impact on each of the funded organizations. Please contact me at 684-7173 if you would like to discuss any of this information.

2014 Arts Mean Business

Criteria and Scoring Instructions

Scoring Criteria and Instructions:

Arts Mean Business invests in the broad cultural community, funding arts jobs crucial to the implementation of sustainable revenue strategies for arts, cultural, and heritage organizations, thereby contributing to the vitality of the arts community and the ability of artists and arts organizations to continue serving the health and vibrancy of the community at large. Through this and all our programs, we are committed to creating opportunities that serve all the diverse cultures that represent Seattle.

Criteria 1: Mission-Based Impact (40 points)

- The position is strategically important in implementing sustainable revenue strategies aligned with the organization's mission.
- The position provides a meaningful opportunity for the organization to better serve the community, demonstrating a clear public benefit.

Excellent (38-40 points), Very Good (35-37 points), Good (31-34 points), Adequate (21-30 points), Questionable (11-20 points), Unacceptable (0-10 points)

Criteria 2: Innovation and Entrepreneurship (35 points)

- The organization demonstrates innovative practices or fresh new approaches to doing business.
- The responsibilities of the job exhibit smart business thinking on the part of the organization
- The position has the potential to help the organization become more economically viable.
- There is a clear business need for this position.

Excellent (33-35 points), Very Good (30-32 points), Good (26-29 points), Adequate (18-25 points), Questionable (11-17 points), Unacceptable (0-10 points)

Criteria 3: Organizational Soundness and Feasibility

- The organization is well-managed and fiscally stable.
- The job proposal has a realistic potential for becoming self-sustaining and generating additional revenue for the organization.
- The project budget is reasonable.

Excellent (24-25 points), Very Good (21-23 points), Good (18-20 points), Adequate (12-17 points), Questionable (6-11 points), Unacceptable (0-5 points)

**2014 Arts Mean Business 2.0
Funded Organizations**

Organization Information	Mission	Requested Amount and Position Funded	Job Description and Connection to Sustainable Revenue Strategies	Connection to Historically Underserved Community	Organizational Background
<p>Deaf Spotlight Capitol Hill (Founded 2011, annual budget \$36,000)</p>	<p>Deaf Spotlight inspires, encourages, and showcases creative works of, by and for Deaf people in the Pacific Northwest through events that celebrate Deaf culture and American Sign Language.</p>	<p>\$25,000, Executive Director (\$24.05/hour)</p>	<p>The Deaf Spotlight Executive Director will be the organization's first paid staff position and will provide direction and leadership toward the achievement of the organization's mission and program strategies to inspire, encourage, and showcase creative works of, by, and for Deaf people in the Pacific Northwest through events that celebrate Deaf culture and American Sign Language.</p> <p>The new position will be filled by a current Deaf Spotlight volunteer, who runs the organization's programming in that capacity, and the funding will enable her to increase her commitment to the organization. Her new responsibilities will include developing partnerships with other organizations, businesses and venues; assisting the marketing volunteers with the goal of increasing Deaf Spotlight's visibility; and assisting with grantwriting. In addition, she will increase the amount of programming. Deaf Spotlight anticipates that all of these functions will increase earned and/or contributed revenue sources and that the additional revenue will help sustain the paid portion of the position into the future.</p>	<p>Deaf people are a under-represented community in many aspects of life and especially within cultural and artist activities. Deaf artists are rarely given an opportunity to exhibit their works publicly. Deaf actors have almost no opportunities to perform in the Seattle performance community.</p> <p>Deaf Spotlight is the only cultural or artistic organization that regularly employs Deaf individuals. As Deaf Spotlight grows its programming, more Deaf individuals will be employed.</p> <p>Deaf Spotlight is of, by, and for the Deaf community. The future Executive Director and seven of its nine Board members are Deaf and all are fluent in American Sign Language. All events sponsored by Deaf Spotlight are for the Deaf communities (as well as interested hearing people, sign language students, and interpreters).</p> <p>Deaf Spotlight will bolster Seattle's reputation as a leader in supporting diversity in the arts. Seeing American Sign Language in film, performances, and other venues will inspire audiences, resulting in more community members taking a greater interest – and pride – in our Deaf cultural heritage. Participants will leave with a renewed interest in valuing their own experiences.</p>	<p>The staff of Deaf Spotlight is Deaf. All performing artists are Deaf and the films shown during the Deaf Film Festival are made by Deaf producers and film makers. The sole focus of Deaf Spotlight is to highlight Deaf artists, performers, and filmmakers and give them an opportunity to be part of the arts community in Seattle.</p> <p>Deaf Spotlight inspires, encourages, and showcases creative works of, by, and for Deaf people in the Pacific Northwest through events that celebrate Deaf culture and American Sign Language. Deaf Spotlight showcases American Sign Language as a language that provides communication opportunities and one that should be celebrated as a formal language. Prior to the birth of Deaf Spotlight, the Deaf community had very little opportunity to see Deaf performers and artists and to see Deaf culture presented in a positive light. Deaf Spotlight believes that the presentation of its events will result in more positive feelings about Deaf culture among the Deaf community, and that the stereotypes of Deaf people will be changed. Slowly, through the work of Deaf Spotlight and other Deaf organizations, Deaf people will be seen as having a fluid and important culture rather than a medical defect.</p>

**2014 Arts Mean Business 2.0
Funded Organizations**

Organization Information	Mission	Requested Amount and Position Funded	Job Description and Connection to Sustainable Revenue Strategies	Connection to Historically Underserved Community	Organizational Background
<p>Densho International District (Founded 1996, annual budget \$947,000)</p>	<p>Densho's mission is to preserve the testimonies of Japanese Americans who were unjustly incarcerated during World War II before their memories are extinguished. The organization focuses on education, preserving, collaborating and inspiring action for equity: it educates future generations with an empowering resource that links past and present; it personal stories and historical accounts in its vast online archive; it collaborates with organizations and communities to share the Japanese American story and to connect the story so that other social injustices are prevented; and it inspires individuals to act with respect, compassion, and fairness.</p>	<p>\$25,000, Marketing Manager (\$30.00/hour)</p>	<p>The Marketing Manager will be a new position that will focus on developing and implementing marketing outreach programs that will engage the general public with personal video testimonies, historic photographs and documents, online history courses and an online encyclopedia about the World War II incarceration of Japanese Americans.</p> <p>This is a new position, which will lead to greater visibility for Densho. This in turn will give the organization the ability to leverage a much larger donor base. Nonprofit organizations have found that investments in marketing lead to increased donation funding. Densho anticipates that this increase will be at a level sufficient to fund the Marketing Manager position over the long term.</p>	<p>Densho is an important heritage institution and a source of pride for the Seattle Japanese American community as it has created and preserved the largest and most comprehensive collection of video-recorded oral history testimonies of Japanese Americans incarcerated during World War II. The current collection has 800 interviews available from the Densho website and will grow to over 1,000 interviews in the coming years. Densho has also collected over 50,000 historic photographs and documents about the World War II experiences of Japanese Americans, with many of these objects coming from the personal collections of Japanese American families.</p> <p>Densho is led, staffed and supported through volunteer work or contributions heavily by the Japanese American community, many of whom were among the 10,000 Japanese Americans from Seattle who were incarcerated during World War II or who are related to these individuals.</p> <p>In 1988, President Reagan signed the Civil Liberties Act that apologized to Japanese Americans. This law acknowledged that racial prejudice, war hysteria and a failure of political leadership led to the Japanese American incarceration 120,000 Japanese Americans from the West Coast. The Marketing Manager will help remind the people of Seattle, the state and the country to be vigilant so that we don't make this mistake again.</p>	<p>Densho is actively managed (Executive Director Tom Ikeda) and led (Board President Ron Tanemura) by Japanese Americans who were born and currently live in Seattle. Other key board members are also local Japanese Americans (Scott Oki, Tomio Moriguchi, Mari Horita.) The leadership team has deep, multi-generational connections to the history of Japanese Americans in Seattle and is dedicated to treating its materials with care and respect.</p> <p>Of the nine Densho staff, seven have family members who were Japanese Americans who were incarcerated during World War II. Both the staff and board feel strongly that keeping alive the story of the Japanese American incarceration will prevent similar mistakes from happening to another group during a time of crisis.</p> <p>Densho presents its historical materials and related resources for their value as a means of exploring issues of democracy, intolerance, wartime hysteria, civil rights and the responsibilities of citizenship in our increasingly global society. We encourage use of these resources to expand awareness of our country's diverse history, to stimulate critical thinking, to develop ethical decision-making skills, and to help ensure that democratic principles are upheld now and in the future. We believe keeping the story alive honors the suffering and memory of Japanese Americans who were unjustly incarcerated during World War II.</p>

**2014 Arts Mean Business 2.0
Funded Organizations**

Organization Information	Mission	Requested Amount and Position Funded	Job Description and Connection to Sustainable Revenue Strategies	Connection to Historically Underserved Community	Organizational Background
<p>Eritrean Association in Greater Seattle</p> <p>North Rainier</p> <p>(Founded 1994, annual budget \$111,000)</p>	<p>The mission of the Eritrean Association is to bring Eritreans together and to address the Eritrean community's most urgent needs and exciting opportunities. The vision that guides the Association is the belief that each of us, from the youngest child to the most senior member, has the right to be cared for, as well as the obligation to give back to the greater community.</p>	<p>\$23,220, Facilities Manager</p> <p>(\$15.00/hour)</p>	<p>Funding will allow the Association to increase an existing position from 16 hours to 40 hours per week. With the expanded capacity, the incumbent will supervise and coordinate the use of the Eritrean Association Community Center facilities. Tasks will include booking events, handling logistics, doing maintenance work, and being on site during events in order to increase the capacity of the Association to better address the needs of both Eritrean families and the broader immigrant/refugee community.</p> <p>With a staff member focused on the facility's use for rental revenues, renters will receive excellent service and will be likely to become repeat customers. In addition, the Association will be better able to fill the space to its full potential. The Association expects that increased rental revenue will be able to sustain the position into the future.</p>	<p>The Eritrean Association is a focal point for community life and a cultural home for hundreds of Eritrean families, including more than 1,000 individuals.</p> <p>Our members are refugees who have come to the U.S. as part of a diaspora stemming from war, violence and political unrest in our home country. We are recent immigrants and most of us have family still living in Eritrea. Although most of our families are employed, our members earn well below the median income. The majority of our families live in Southeast Seattle and the Central District. A growing number of our members are seniors, many of whom have very low incomes and limited English proficiency. For our members we provide a wide range of events, fellowship and support services, including tutoring, homework assistance, youth support, recreational programs, citizenship and ESL classes, senior support and socialization, cultural festivals, candidate forums and classes related to Eritrean dance, language, history and culture.</p> <p>Increasingly, we are also reaching beyond our members to create partnerships and collaborations with other groups of immigrants and refugees with whom we share many of the same issues and concerns. We have strong partnerships with the Ethiopian, Somali, Sierra Leonean, and Filipino communities; Horn of Africa; Refugee Women's Alliance and other immigrant/refugee groups, many of whom utilize our Community Center for their events.</p>	<p>The Eritrean Association was created in 1994 to support and build a stronger community among Eritreans who came to Seattle as refugees from Eritrea's war of independence. We are the primary service and support organization for over 1,000 Eritreans living in our community and we are committed to addressing basic needs and maintaining the cultural values of Eritreans and other African refugees and immigrants.</p> <p>We are proud to be the first group of Eritrean immigrants in the U.S. to successfully build a Community Center and recently completed a capital campaign to expand our facilities in order to better operate programs for children, youth, seniors and others.</p> <p>Our Board of Directors is comprised entirely of members of the Eritrean community. Culturally, we are all immigrants and refugees from the Eritrean war for independence. All of our members speak Tigrinya and most all members speak some English.</p> <p>The Eritrean community is very tight knit and deeply engaged in all aspects in our community life. We have weekly gatherings that engage hundreds of Association members and their families including celebrations for International Women's Day and Eritrean Independence. We also have weddings, christenings, funerals and other events that mark important life events and engage our entire community in honoring our traditions and culture.</p>

**2014 Arts Mean Business 2.0
Funded Organizations**

Organization Information	Mission	Requested Amount and Position Funded	Job Description and Connection to Sustainable Revenue Strategies	Connection to Historically Underserved Community	Organizational Background
<p>Northwest African American Museum</p> <p>Central Area</p> <p>(Founded 2006, annual budget \$856,000)</p>	<p>Our mission is to spread knowledge, understanding and enjoyment of the histories, arts and cultures of people of African descent for the enrichment of all. We accomplish our mission by working with others to: present and preserve the connections between the Pacific Northwest and people of African descent, and to investigate and celebrate Black experiences in American through exhibitions, programs and events.</p>	<p>\$25,000, Visitor Services and Volunteer Manager</p> <p>(\$17.00/hour)</p>	<p>This new position will be the lead staff member at a new museum gift shop and manage NAAM's volunteers and the guest-services operation and, more generally, will be the advocate for the museum and its mission.</p> <p>NAAM anticipates that the Visitor Services and Volunteer Manager position will bring in earned and in-kind support in several ways. First, by having someone dedicated to making each patron's experience even better when they go to the Museum, attendees' donations will increase. Second, this position will also run a Museum Gift Shop. The Museum has not previous had this capacity before, and most Museums get a significant portion of their earned income from their gift shops. NAAM expectes that gift-shop revenue will largely sustain this position in the future. Finally, the persson in this role will also manage NAAM's volunteer program, building the type of in-kind support that is invaluable for non-profits to sustain their volume of programming.</p>	<p>As the only African American museum in the region NAAM provides unique opportunities for students and adults to learn about, and better appreciate, the contributions African Americans have made to our region and our nation.</p> <p>Even though African Americans make up less than 9% of the population of Seattle and King County, they make up more than half of NAAM's visitorship. Visitors come to view exhibits featuring local artists and community history, take part in events such as lectures and book readings, and to give their children a better appreciation of their heritage. Community members provide vital support to NAAM by serving as volunteers to support events, serve as docents, and to run workshops in our genealogy lab. Community members also partner with our curatorial staff to develop our exhibitions and programs. Collaborators have included staff from the Central Area Youth Association, local African America health practitioners, local artists, and members of the local chapter of the Tuskegee Airmen. These active community members range in age from teenagers to retirees and represent a wide range of racial and ethnic backgrounds.</p> <p>NAAM also actively reaches out to local schools so that students have the opportunity to learn about African American history in the region. Most visiting classes are from King County with many coming from the Central Area and Rainier Valley neighborhoods.</p>	<p>The majority of NAAM's staff and Board of Directors (81% and 76% respectively) identify as racial minorities. Of the Museum's twelve paid staff members, two are White, one is Hispanic, one is Asian American, and the other eight identify as Black or mixed-race. Our Board and staff reflect the community we serve. Most of our visitors come from Seattle and King County, and our last survey found that over 60% of our visitors identify as Black or African American, 20% identify as White, and the remaining 16% identify as African, Asian/Pacific Islander, Hispanic/Latino or Native American/Alaskan.</p> <p>We are proud of the work we have done to help encourage students of color to pursue careers in the arts through both our Youth Curator program for local high school students and through our successful partnership with the University of Washington's Museology program which brings young professionals to the Museum to work as interns in our exhibition and education departments.</p> <p>The events, exhibits, and programs held at NAAM help build audiences for African American artists, authors, and scholars, and celebrate the lives of the ordinary men and women who have helped shape our community. At NAAM we work to counteract historical narratives that often ignore these stories, and provide an entry point through which underserved communities can participate in the larger arts and cultural community by ensuring that our programs are accessible, relatable, welcoming and affordable for all.</p>

**2014 Arts Mean Business 2.0
Funded Organizations**

Organization Information	Mission	Requested Amount and Position Funded	Job Description and Connection to Sustainable Revenue Strategies	Connection to Historically Underserved Community	Organizational Background
<p>United Indians of All Tribes Foundation</p> <p>Magnolia</p> <p>(Founded 1970, annual budget \$4,763,000)</p>	<p>Provide educational, cultural, art and social services that reconnect indigenous people in the Puget Sound region to their heritage by strengthening their sense of belonging and significance as Native people.</p>	<p>\$25,000, Gallery Manager and Visual Arts Curator</p> <p>(\$25.00/hour)</p>	<p>New position to provide overall direction and management, as well as artistic vision for curating Daybreak Star Indian Cultural Center's Sacred Circle Gallery and Gift Shop, providing a showcase for local Native American art and culture, consignment sales of Native American art to support the artists, as well as providing business skills to local Native American Artists.</p>	<p>Daybreak Star Indian Cultural Center serves the Puget Sound Urban Indian community. We are the sole Native American cultural center in Seattle, and serve a unique role in bringing together educational, cultural and social services that reconnect indigenous people in the Puget Sound region to their heritage by strengthening their sense of belonging and significance as Native people. We offer a place to gather, do art, dance and sing, and practice our traditional beliefs. We have more three thousand Native Americans involved with the many Daybreak Star programs. Ages range from 0 to 90+, and we have programs and activities for every generation. We are also unique in our opportunity to connect non-Native Americans to our art and culture through the proposed gallery and gift shop. Our PowWow shares our culture through dance and music with more than 20,000 visitors; we hope the revival of the Sacred Circle gallery can do the same.</p>	<p>United Indians of All Tribe Foundation staff is comprised of 38 people, 25 of whom are Native Americans. Our Board is 100% Native American. The region's present-day Native American residents represent a diverse population of approximately 86,000 individuals from more than 300 tribes. In spite of our rich heritage and support from the local community, 19% of Seattle's Native Americans are categorized as living in poverty, as compared with 8% of the general population; and their unemployment rate is 13.2%, compared with 4.6% of the general population.</p> <p>United Indians of All Tribes has been active in the preservation of Native cultural heritage since the establishment of the Daybreak Star Indian Cultural Center in Discovery Park in the 1970s. United Indians has provided educational, social, economic and cultural programs that benefit Native Americans and all members of the human family.</p> <p>Our purpose is to serve the Urban Indian community. Our artists are Native American, of many generations, and tribal and cultural backgrounds. They produce work in a wide range of mediums, from traditional carving, weaving and painting to modern variations on traditional themes and symbols. We currently support artists through our gallery, annual or semi annual art fairs, which are open to the general public, and through art classes hosted for youth. We use art, music and dance to celebrate, express, explore, enhance and pass on our cultural heritage.</p>

**2014 Arts Mean Business 2.0
Funded Organizations**

Organization Information	Mission	Requested Amount and Position Funded	Job Description and Connection to Sustainable Revenue Strategies	Connection to Historically Underserved Community	Organizational Background
<p>Wing Luke Asian Museum of the Asian Pacific American Experience</p> <p>International District</p> <p>(Founded 1966, annual budget \$2,305,000)</p>	<p>The Wing's mission is to provide educational, cultural, art, and social services that reconnect indigenous people in the Puget Sound region to their heritage by strengthening their sense of belonging and significance as Native people.</p>	<p>\$25,000, Education and Tours Director</p> <p>(\$26.44/hour)</p>	<p>The museum will expand to full-time an existing (but vacant) Education Manager position to provide leadership and oversight of The Wing's expanding education and tours programs, including the design of a new business model that includes tours. This will enable it to better serve the International District and connect everyone with the communities' stories.</p> <p>The Education and Tours Director will increase the number of school groups and the level of patron engagement with the Museum via tours of the Museum and specialty tours of the International District. Wing Luke anticipates that the increased revenue from these functions will sustain this position beyond the grant-funded period.</p>	<p>As the only pan-APA museum in the nation, The Wing is a conduit for storytelling based on the experiences of the growing diverse APA population that remains largely underserved in regional arts/cultural institutions. Our programs encourage participation in preserving and promoting APA heritage and culture, address contemporary issues that have impacted APAs and city residents overall and continue to shape Seattle's cultural landscape. A recent example is the exhibition "Under My Skin: Exploring Race in the 21st Century" that engaged over 50 community members and featured 26 artists from diverse backgrounds to further explore race and racism across Seattle and beyond.</p> <p>The Wing also serves the C-ID as the second-largest economic driver right after Uwajimaya. The neighborhood is home to low-income APA families, seniors, and 500 small businesses, and we are committed to its revitalization efforts, connecting Seattle residents with one of its most diverse and historical, yet overlooked, areas. Despite its cultural significance, the C-ID still copes with challenges as the City's lowest-income district with the fourth-highest crime rate. Our neighborhood revitalization efforts include active participation in planning and zoning changes, safety issues and the City's streetcar project. We work hand-in-hand with over 60 neighborhood businesses, offering a variety of entry points for patrons including our Holiday Shop-O-Rama, summer JamFest and especially our guided neighborhood tours.</p>	<p>The Wing reaches a broad public audience consisting of 43% non-white and 57% white, which includes 32% APA, compared to the industry standards of 72% white and 10% APA. We are the only museum to tell the stories of the growing pan-APA population, encompassing 26 ethnic groups as well as an emerging mixed race community spanning multiple generations, now the largest minority group in the Seattle/King County region at over 18% of the population and the nation's fastest-growing immigrant group (2010 Census).</p> <p>We also promote diversity within The Wing with 80% APA on both staff and Board teams. We continue to strive for increased representation from those APA ethnic groups whose numbers are rapidly increasing, including South Asian, Filipino and mixed race Americans.</p> <p>The Wing focuses on community building by going beyond our museum walls. Through our nationally recognized Community Advisory Committee (CAC) method, we invite participants of all ages and backgrounds to help create programming that speak to their interests and needs, thus helping The Wing and our visitors make meaningful cultural connections. Since our expansion in 2008, we have formed over 60 CACs and worked with 1,500 community members who have contributed countless hours, family histories, personal struggles, artifacts, artwork and expertise to exhibitions covering a range of topics.</p>