REQUEST FOR QUALIFICATIONS

4CULTURE CAPACITY BUILDING AND TECHNICAL ASSISTANCE PROVIDERS FOR NETWORK OF SUPPORT CONSULTANT DIRECTORY

Eligibility: Coaches, mentors, consulting firms or individual(s), and technical assistance providers

Rate of Compensation: $185 per hour of capacity building and technical assistance services provided and $92.50 per hour for related project management, administration, and/or travel

Period of Performance: Tentatively scheduled to begin on or around June 1, 2025, at the point of contract, and to end on December 31, 2027

Deadline: April 10, 2025, 5:00 p.m. PDT

Interviews: Anticipated May 5-9, 2025

Selection Made: Anticipated by May 31, 2025

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1. About Us

4Culture, the Cultural Development Authority of King County, is a public corporation chartered under Washington state law and King County code and ordinances. With a focus on racial equity, we fund, support, and advocate for culture to enhance the quality of life in King County. We envision a vibrant county where culture is essential and accessible to all. Through our existing program areas of arts, heritage, historic preservation, public art, and science, we put public cultural resources to use all over King County. Since its creation in 2002, 4Culture has administered King County's arts and heritage sustained support programs, under which 4Culture has made grants of lodging taxes collected by King County to certain not-for-profit organizations and local municipalities.

In December 2023, King County enacted the Doors Open legislation to increase funding to King County arts, heritage, historic preservation, and science nonprofit cultural organizations through a 0.1 percent sales tax. Doors Open is the result of a decades long legislative effort to increase funding in Washington State and King County for the cultural sector.

4Culture is charged with administering Doors Open, launched in 2024. As noted in the Doors Open Implementation Plan, the increased funding available will greatly impact cultural organizations. While we anticipate most of these impacts being positive, it is possible that within these moments of tremendous organizational growth, change, and evolution, many organizations will face unique challenges and unfamiliar risks. **Through the Network of Support – made of coaching and mentoring, consultant services, technical assistance, and communities of practice – 4Culture plans to provide additional scaffolding and support to help cultural organizations manage the risk and opportunities associated with the potential influx of increased funding.** Additionally, 4Culture will support cultural organizations needing consulting assistance for operations emergency crisis situations and/or moments of tremendous organizational transformation.

The purpose of this RFQ is to procure approximately 20 to 23 skilled individuals to serve as as-needed coaches, mentors, and technical assistance providers plus 15 to 20 skilled organizations and/or individuals to provide as-needed consulting services to cultural organizations in King County. This announcement is open to not-for-profit organizations, community-based organizations, tribes and tribal organizations, public or governmental organizations serving communities in King County, and private consultants with expertise in the needs of cultural organizations. 4Culture is committed to upholding and promoting equitable opportunity for the consultants and individuals with which we collaborate. We recognize that diverse perspectives, ideas, cultures, and life experiences of all are critical to our success. Consultants and individuals from historically under-invested communities and community-based individuals and organizations are strongly encouraged to apply. (For technical reasons, not all not-for-profit organizations and municipalities eligible for sustained support under 4Culture's lodging tax programs are "cultural organizations," as defined by state law and King County ordinance, eligible for Doors Open funding and vice versa. This RFQ seeks organizations and individuals to provide services to entities eligible for funding under either

program. For convenience, as used herein, the term "cultural organization" means an entity eligible for funding under either program.)

Concurrently, the City of Seattle Equitable Development Initiative is issuing an RFQ for similar consultant services. 4Culture and the City of Seattle Equitable Development Initiative have chosen to require similar application materials and hold a joint selection process to strengthen each program's efforts and minimize duplicate efforts for applicants.

If you want to be considered for the City of Seattle Equitable Development Initiative RFQ, you must complete the City's application process separately. Applications submitted to 4Culture will be considered for selection only by 4Culture. Applications will be reviewed under the same criteria by a joint selection panel. If applicants have applied to both the City of Seattle Equitable Development Initiative and 4Culture, selection can be made by both programs.

4Culture also sought alignment with other King County Capacity Building programs, such as Best Starts for Kids, and gives acknowledgement to them as we shaped our initial program.

2. About the Roles

4Culture invites interested and qualified coaches, mentors, and consulting firms, groups, and individuals (referred to as "capacity builders") to submit qualifications to provide capacity building support in the form of coaching, mentorship and/or consulting services to advance capacity building for organizations that are funded by any of these 4Culture grant programs: 1) Sustained Support, 2) Launch, 3) Building for Equity: Project Development, or 4) Cultural Support Services Project Grants. Selected capacity builders will be published on a public-facing online directory (working name "Network of Support Consultant Directory"). In addition, 4Culture invites interested and available technical assistance providers to submit qualifications to provide grant preparation assistance for organizations that plan on applying to Launch and Building for Equity funding.

4Culture defines "capacity building" as the generation of resources or support intended to help an organization, group, or individual enhance its ability to fulfill its mission or purpose (i.e., any activity or support that is focused on the health and sustainability of an organization or the practitioner rather than specific programs). Under this Request for Qualifications, capacity building support builds on multi-year general operating support through:

- Coaching and mentorship to support leadership development and help assess capacity building needs and goals *for organizational success and sustainability*
- Consulting services to advance capacity building needs and goals *for organizational success and sustainability*
- Coaching and mentorship to support leadership development and help assess capacity building needs and goals *for community and cultural facilities project development*
- Consulting services *to advance community and cultural facilities project development*
- Technical assistance for grant preparation for Launch and Building for Equity grants

Coaching and mentorship have been elevated as a top priority during the development of this program, and we encourage applications by coaches and mentors from a wide range of experiences. It focuses on executive leadership capabilities and wellbeing, elevating the growth and development of people, rooted in relationships, attuned to the need to change

unjust systems, and acknowledging values that are central to Black, Indigenous, people of color-led (BIPOC-led) organizations. Coaching and mentorship are available if/when eligible 4Culture-funded organizations want to support their leadership as they guide the organization through a period of transition.

Consulting services may relate to organizational and/or community and cultural facilities development. Capacity building supports are available if/when eligible 4Culture-funded organizations want support to strengthen their internal processes and capacities in areas that may include, but are not limited to, accessibility (language, ADA, facilities, mobility); board/board relations; communications, marketing, and branding; community and cultural facilities, including real estate project development; Diversity, Equity, Accessibility, and Inclusion ("DEAI"); financial emergency planning; financial planning and/or strategy; fundraising/development; human resources; interpretive planning; leadership and board optimization; legal services; organizational design and management; strategic planning.

Technical assistance support for grant preparation is designed to assist organizations to apply for 4Culture Launch and Building for Equity grants. For Building for Equity support, technical assistance is available if/when eligible applicants want support to strengthen their application in areas that may include, but are not limited to, organizational readiness for a capital project; project brainstorming, planning, and timeline; project scaling; presentation of the vision in the application; general information about capital project best practices.

A. Criteria

The purpose of this RFQ is to procure skilled capacity builders and technical assistance providers to provide effective and efficient capacity building and technical assistance activities to cultural organizations, particularly small organizations, located outside of Seattle or within a King County Community of Opportunity. 4Culture's Network of Support program values focus on being:

- Client-driven;
- Relationship-centered;
- Strengths-based;
- Culturally responsive and acting with humility;
- Language accessible; and
- Flexible and adaptable as needed by cultural organizations.

Capacity builders will offer individualized, culturally responsive coaching, mentoring, training, workshops, tools, and/or expertise to support organizations' capabilities after being matched to organizations and confirmed by 4Culture staff. Capacity builders will use experience and expertise to support funded organizations' leadership development and organizational success and sustainability with well-defined missions and programming, effective governance, and strong fundraising and operational systems. Foundational capacity building focuses on the development of core skills and management systems that are essential for the organization to fulfill its mission, including:

- Accessibility (language, ADA, facilities, mobility)
- Board/board relations

- Communications, marketing, and branding
- Community and cultural facilities, including real estate project development
- DEAI
- Financial emergency planning
- Financial planning and/or strategy
- Fundraising/development
- Human resources
- Interpretive planning
- Leadership and board optimization
- Legal services
- Organizational design and management
- Strategic planning

Technical assistance providers will support organizations interested in applying to 4Culture's Launch or Building for Equity grants. After confirming eligibility with the 4Culture Program Manager, cultural organizations that are preparing to submit grants to 4Culture for Launch or Building for Equity grants may be connected to technical assistance providers if requested to receive technical assistance. Technical assistance providers may help applicants determine whether organizations are an appropriate fit for the grants, navigate the application process, review and provide feedback on application drafts, refine budgets, and support applicants to authentically share their stories of success and public benefit. Technical assistance providers will not write applications for applicants or engage with the panel review process.

The most qualified candidates will have the **following qualifications**: an existing practice of leading with racial equity particularly in cultural organizations or community and cultural facilities for King County's historically marginalized communities; demonstrated ability and experience, with at least three (3) years of equivalent experience, providing one-on-one support, coaching, and mentorship, particularly to small cultural organizations; deep knowledge and appropriate expertise, skills, and experience in one or more of the core nonprofit management systems or cultural space development processes essential for organizations; cultural responsiveness and multi-lingual capabilities; thorough understanding of how institutional racism and other forms of institutional discrimination have limited cultural organizations' capacity; and the ability to provide excellent, relationship-based client service.

B. Scopes of Work

Qualified applicants will provide either capacity building or technical assistance, or both.

Capacity building scope of work for BOTH coaches/mentors and consultants. Capacity builders will:
  i. Participate in planning and collaboration meetings with 4Culture staff and other capacity building consultants and team members.
  ii. Establish rapport, trust, and strong working relationships with cultural organizations through an adaptive approach that responds to a variety of needs and challenges by demonstrating cultural responsiveness/humility.
  iii. Respond to 4Culture-awarded cultural organizations promptly and consistently.
  iv. As able, work with cultural organizations in their chosen language if requested.

v.   Complete a letter of agreement with each cultural organization client, to be approved in writing by 4Culture, which briefly describes the scope and timing of the work that will be done. Letters of agreement must be submitted to 4Culture within approximately one (1) month of the start of each capacity building project.

vi.   Complete an evaluation report with each cultural organization client, which briefly describes the organizational impact, public benefit, and lessons from the consultant and from the organization. Evaluation reports must be submitted to 4Culture within approximately one (1) month of the end of each capacity building project.

Additional capacity building scope of work for <u>coaches and mentors</u>. Additionally, coaches and mentors will:

i.   Provide capacity building services through one-on-one coaching and mentoring to 4Culture-awarded cultural organizations focused on leadership development and organizational and/or community and cultural facilities needs and goals assessment. Capacity building services will be coordinated through 4Culture's Cultural Services Liaison or Program Manager for the respective grant.

Additional capacity building scope of work for <u>consultants</u>. Additionally, consultants will:

i.   Provide capacity building services through trainings, workshops, and/or organizational support on the topic area(s) for which consultants were selected in the RFQ process. Capacity building services will be coordinated through 4Culture's Cultural Services Liaison or the Program Manager for the respective grant.

Technical assistance scope of work. Technical assistance providers will:

i.   Participate in pre-application briefings with 4Culture program managers and public information sessions to understand grant criteria and increase awareness about the availability of technical assistance.

ii.   Establish rapport, trust, and strong working relationships with cultural organizations through an adaptive approach that responds to a variety of needs and challenges by demonstrating cultural responsiveness and humility.

iii. Respond to applicants promptly and consistently.

iv.   As able, respond in applicants' chosen language if requested.

v.   Provide technical assistance to applicants interested in submitting applications for 4Culture's Launch and Building for Equity grant opportunities, including navigating the online application platform, discerning alignment between applicant and the specific scope of the grant, providing feedback on narrative answers, refining program budgets, etc.

Applicants may apply to provide capacity building and/or technical assistance services in any of the areas listed above in which they have experience and expertise. Only one application is necessary. Applicants must meet the qualifications described in the Eligibility section and provide the requested information outlined in the Application Process.

While some of the work described may be provided remotely, qualified applicants must also be willing and able to travel to areas in King County to provide capacity building and technical assistance services if desired by the organizations served.

C. Rate of Compensation

As the services will be requested by cultural organizations on an as-needed basis, no compensation is guaranteed, and the final amount of compensation depends on the total number of approved and completed hours properly invoiced to 4Culture.

Any contract offered as a result of this procurement is contingent upon the availability of funding. 4Culture reserves the right to not make all funds advertised in this RFQ available.

If an applicant is offered both capacity building and technical assistance roles, they will sign one contract with both capacity building and technical assistance described in the scope of work.

Selected contractors will be reimbursed at a rate of $185 per hour of approved capacity building and technical assistance services provided and $92.50 per hour for approved related project management, administration, and/or travel.

D. Period of Performance

The period of performance of any contract resulting from this RFQ is tentatively scheduled to begin on or around June 1, 2025, at the point of contract, and to end on December 31, 2027. Amendments extending or shortening the period of performance, if any, will be at the sole discretion of 4Culture.

3. Eligibility

This announcement is open to not-for-profit organizations, community-based organizations, tribes and tribal organizations, public or governmental organizations serving communities in King County, and private consultants with expertise in the needs of cultural organizations. Applicants must have experience providing culturally responsive capacity building and/or technical assistance services to a diversity of cultural organizations. **Community-based individuals and organizations are encouraged to submit applications.**

4. Helping You Succeed

A. Contact

For questions about this opportunity, please contact:

Cassie Chinn, Cultural Services Liaison
cassie.chinn@4culture.org
(206) 263-8324

B. Drop-in Office Hours

Three drop-in office hour sessions will be provided to help answer your questions and work on your application:

Session 1
Thursday, March 20, 4:30-6pm
Centro Cultural Mexicano
16300 Redmond Way, Suite 100, Redmond, WA 98052

Session 2
Saturday, March 29, 9:30-11:30am
Zoom

Session 3
Tuesday, April 1, 5:30-7:30pm
Zoom

4Culture will be available to answer questions to this RFQ through Tuesday, April 1, 2025, and will publish questions and answers on Friday, April 4, 2025 through an addendum to the RFQ on our website under Work with Us.

C. Translation and Assistance

The guidelines, a detailed explanation of how to apply, and the application are in English. If this is a barrier that stops you from understanding the RFQ or applying due to limited English writing ability, visual impairment, or you would like to request assistance to create an application, please contact hello@4culture.org or call (206) 296-7580 or TTY 711, and we will make sure you get the support you need.

5. After You Submit

A. Timeline

The deadline for submitting is Thursday, April 10, 2025, 5:00 p.m. PDT.

B. Contracts and Payment

If you are selected, 4Culture staff will work with you to create a contract outlining the scope of work and the process for work authorization. Payments are made through monthly invoicing of authorized, completed, and confirmed hours within contracted budget amount. All invoices must be submitted through 4Culture's online portal.

6. Apply

All applications must be completed and submitted online through 4Culture's grant portal. Applicants must register for an account in 4Culture's grant portal prior to being able to access the application. Account setup can take 1-2 days. Hit the Apply button on the webpage for this Request for Qualifications to log in to our application portal.

Once you've started your application, you can save after each step and sign out – your application will be saved as a draft that you can continue to work on up to the deadline. Once you hit "Submit," your application is final. Please do not hesitate to contact us if you have any questions during the process.

If you want to be considered for the [City of Seattle Equitable Development Initiative RFQ](#), you must complete their application process separately. We have attempted to make application materials the same as best as possible. Applications submitted to 4Culture will be considered for selection only by 4Culture.

A. What's in the Application

We will not consider your application complete without the materials listed here. We strongly recommend assembling all application materials before you login and begin your application and encourage you to call or email us with any questions as you work on these materials.

The application asks for:
- Responses to the Summary Questions
- Responses to the Narrative Questions
- Résumé or tailored bios of the principal people who will provide capacity building and/or technical assistance (not more than 2 pages per résumé)
- A list of 3 comparable past clients or projects
- Contact information for a minimum of 3 relevant references

B. Summary Questions

The **Summary Questions** are:

1. **Capacity builders will** offer individualized, culturally responsive coaching, mentoring, training, workshops, tools, and/or expertise to support organizations' capabilities after being matched to organizations and confirmed by 4Culture staff. Please select each category of capacity building you are interested in providing.

- ☐ Coaching and mentoring
- ☐ Accessibility (language, ADA, facilities, mobility)
- ☐ Board/board relations
- ☐ Communications, marketing, and branding
- ☐ Diversity, Equity, Accessibility, and Inclusion ("DEAI")
- ☐ Financial emergency planning
- ☐ Financial planning and/or strategy
- ☐ Fundraising/development
- ☐ Human resources
- ☐ Interpretive planning
- ☐ Leadership and board optimization
- ☐ Legal services
- ☐ Organizational design and management
- ☐ Strategic planning
- ☐ Architecture for pre-design through design/development
- ☐ Commercial real estate brokerage

    ☐ Facilities development and/or owner's representation
    ☐ Land use and real estate legal services

Please select the area of capacity building you feel is your very strongest (*can choose only one*).

    ☐ Coaching and mentoring
    ☐ Accessibility (language, ADA, facilities, mobility)
    ☐ Board/board relations
    ☐ Communications, marketing, and branding
    ☐ Diversity, Equity, Accessibility, and Inclusion ("DEAI")
    ☐ Financial emergency planning
    ☐ Financial planning and/or strategy
    ☐ Fundraising/development
    ☐ Human resources
    ☐ Interpretive planning
    ☐ Leadership and board optimization
    ☐ Legal services
    ☐ Organizational design and management
    ☐ Strategic planning
    ☐ Architecture for pre-design through design/development
    ☐ Commercial real estate brokerage
    ☐ Facilities development and/or owner's representation
    ☐ Land use and real estate legal services

2. **Technical assistance providers will** support organizations interested in applying to 4Culture's Launch or Building for Equity grants. They may help applicants determine whether organizations are an appropriate fit for the grants, navigate the application process, review and provide feedback on application drafts, refine budgets, and support applicants to authentically share their stories of success and public benefit. Are you interested in providing support to organizations applying for 4Culture Launch or 4Culture Building for Equity?

    ☐ Yes
    ☐ No
    ☐ Decline to answer

3. Enter the names of your team members who will be responsive for each scope of work you would like to provide (for example, "Finance CB: Consultant 1 Name; Human Resources CB: Consultant 2 Name"; etc.).

4. Please list the languages your team members use for business.

5. Are there particular cultural communities in King County that you work with often or have connections to? If so, please describe.

6. Select each discipline your team members have experience in.

    ☐ Arts

- ☐ Heritage
- ☐ Preservation
- ☐ Science

C. Narrative Questions

The **Narrative Questions** are:
Please note: Please respond in 500-600 words for each of the Narrative Questions.

1. What values do you bring to your work in providing capacity building and/or technical assistance that align with the work described in this RFQ? Please include examples of how you put these values into action.

2. What previous experience provides you with a unique knowledge base and skill set that could be valuable to small, community-led organizations?

3. Share your technical experience and skills working with community-led organizations. What kind of support did you provide them, and for how long? If you are applying to provide consultant services, be specific, describing specific expertise or tools you have offered in service to community-led organizations (such as QuickBooks, social media marketing, wellness practices, legal guidance, tailor made resources, etc.).

4. Describe the diversity of organizations you have served (e.g., sizes, cultures, languages, urban or rural, organizational mission, etc.) and describe how you ensure your work aligns with partners' culture and values rather than imposing a dominant culture. Provide examples.

5. Are you or your organization located in King County? (Yes/No) If you choose 'no', please provide a brief description of your connection to and understanding of King County's cultural organization needs.

D. Required Support Materials

1. **Résumé or tailored bios:** you must submit résumés or tailored bios (not more than 2 pages per résumé) for the principal people who will be providing the capacity building and/or technical assistance described in this RFQ.

2. **Comparable experience:** you must submit a list of 3 comparable past clients or projects. Include date or date range, location, and primary activities.

3. **References:** you must submit a list of 3 relevant references, including the contact person's name, title, email address, and phone number for whom you have provided capacity building and/or technical assistance services and who would be willing to share information about your work.

E. Voluntary Demographic Information

Your profile in our portal includes an option to provide demographic information for you or your organization for the current year. We use this information to help us understand how well we are doing in our efforts to reach all communities in King County.

Responses to the demographic information questions are voluntary. Your responses will not be shown to the panel rating the applications, to the official selecting an applicant for position, or to anyone else who can affect your application. The information is being requested for the purposes of aggregate tracking and evaluating 4Culture's efforts to expand its applicant pool.

7. Selection Process

A. Rating Criteria and Interview Questions

Responsive proposals will be reviewed strictly in accordance with the requirements stated in this RFQ and any addenda issued.

All applications received by the stated deadline will be reviewed by the RFQ Coordinator to ensure that the applications contain all the required information requested in the RFQ. Only responsive applications from eligible applicants that meet the threshold requirements will be evaluated by the 4Culture-designated review panel. Any applicant who does not meet the stated qualifications or any proposal that does not contain all the required information may be rejected as incomplete.

The RFQ Coordinator may, at their sole discretion, contact the applicant for clarification of any portion of the applicant's proposal. Applicants should take every precaution to ensure that all answers are clear, complete, and directly address the specific requirement.

Applications will be reviewed and evaluated by a review panel jointly designated by 4Culture and the City of Seattle Equitable Development Initiative. Interviews will be conducted with selected qualified applicants and held remotely by Zoom.

The **Interview Questions** include but are not limited to**:**

0. Introduce yourself and share why you are excited about this opportunity.

1. Describe how you will develop a scope of work with the community-based organizations and how you would scale the scope down or up, depending on resources and needs. Describe how you will complete the work on time and get feedback about whether the work met the organization's goals. Please include the steps you will take.

2. Please share an example of providing capacity building or technical assistance support in your strongest area(s) of expertise. Include who you worked with, what the process was like, and what the goals and outcomes were.

3. Please provide one specific example of when a previous project that is similar to the work described in this RFQ did not go as planned or when conflict or misalignment occurred. What did you do about it and how did you communicate with your clients? What did you learn?

The process for choosing contractors will include evaluation of the narrative, accompanying documents, references, and interviews. Below are the selection criteria that will be used during the evaluation process.

Our goal is to contract with capacity builders and technical assistance providers who offer a wide range of skill sets across the whole of King County. Final selection may be aligned with what is in demand from 4Culture cultural organizations. *Final selection of contractors in response to this RFQ may differ from the selection of contractors by the City of Seattle Equitable Development Initiative in response to its RFQ.*

CAPABILITIES	WEIGHT	MAXIMUM POSSIBLE POINTS
NARRATIVE QUESTIONS		45
1. Describes values and commitment to responding and working effectively within clients' cultural context. Applicant illustrates and reflects deep understanding of anti-racism, equity, and the context in which culturally responsive services are provided to organizations.	2	10
2. Demonstrates a unique knowledge base and skill set that could be valuable to small, community-led organizations.	2	10
3. Demonstrates experience and skills, with at least three (3) years of equivalent experience, providing capacity building and technical assistance support that includes, when appropriate, specific software, modalities or other expertise or tools in demand by organizations.	2	10
4. Demonstrates experience, awareness, and proficiency in supporting a diversity of	2	10

organizations and working in intercultural spaces. Provides example(s) of experience building strong relationships and alignment with diverse organizations.		
5. Applicant is located in King County and/or demonstrates deep experience and knowledge of King County resources and community-based organizational landscape.	1	5
Total Narrative Maximum Score	45	

INTERVIEWS		30
1. Demonstrates experience, proficiency, and steps involved in developing and altering scopes of work with organizations, completing capacity building and technical assistance work, and soliciting and applying feedback.	1	5
2. Provides an example of a situation in which Applicant provided their strongest area of expertise, including name of organization supported, work process, and outcomes. Provides a description of how Applicant ensured the work successfully served the organization. Demonstrates ability to build trust with clients in culturally responsive ways, provide capacity building or technical assistance proficiently, apply lessons learned, as well as	2	10

commitment to client satisfaction.		
3. Provides an example of a situation in which a capacity building or technical assistance project did not go as planned or when conflict or misalignment occurred. Describes what the Applicant did and how they communicated with organization served. Applicant demonstrates humility and learning.	1	5
4. Applicant has responded to questions with detailed answers regarding their experience, values, and approach to working with clients seeking support, and their responses are in alignment with the RFQ's stated needs and values.	2	10
Total Interview Maximum Score	30	
REFERENCES	10	
Applicant provided 3 reference organizations, including their contact information, for which they provided capacity building and/or technical assistance services. References provided positive feedback to reviewers about Applicant's capacity building and/or technical assistance support.	2	10
TOTAL MAXIMUM SCORE	85	

Review panel members will assign scores on a scale of zero (0) to five (5) as follows:

0	No response or response does not address the question
1-2	Response addresses question but shows little or no experience with requirements
3	Response shows adequate experience with requirements
4-5	Response exceeds expectation with requirements

A score of zero (0) on any scored requirement may cause the entire application to be eliminated from further consideration.

For each of the items listed in the rating criteria table above, individual review panelist scores will be multiplied by the weight given above. The review panelist scores will then be added together and averaged to determine the Applicant's score for each item. These scores will then be added to determine the Applicant's total score.

B. Phasing

The evaluation will be conducted in two phases as described below.

Phase 1: Written Application Scoring
All responsive Applicants will be reviewed and scored by the review panel using a point/weighted scoring system as described above. The scores from Phase 1 will carry forward into Phase 2.

Phase 2: Interviews & Reference Checks
Reference checks will be conducted of 2-3 prior capacity building and/or technical assistance clients of the Applicant. Reference checks will only be conducted for Applicants that are being interviewed. Not all Applicants who are interviewed may have reference checks conducted.

Only Applicants that successfully complete Phase 2 based on the criteria stated will move on to selection, but this does not guarantee the offer of a contract.

C. Review

The RFQ review panels may consist of 4Culture staff, City of Seattle Equitable Development Initiative staff, peer consultants, and organization stakeholders. Following application review, a finalist group of Applicants will be asked to participate in an interview with a review panel prior to final scoring of their application.

The RFQ review panels will score each proposal and interview based on the rating criteria described in this section of this RFQ and create a ranking of Applicants based on highest to

lowest scoring. The score will be a key factor used by the RFQ review panel to develop recommendations on the selection.

D. Selection

Final selection will be made by 4Culture staff based upon recommendations from the review panel and based upon equity and geographic considerations to ensure services are responsive to cultural organization need. 4Culture reserves the right to make such selections based on the best interests of King County, and as a result, may not select the highest scoring or lowest cost applicants, and it will execute contracts based upon the final selections.

To serve the best interests of King County, 4Culture reserves the right to be its own reference with any potential Applicants as deemed necessary in its sole discretion. This may result in a lower score or disqualification of any potential Applicants.

E. Funding Allocation and Contract Negotiations

4Culture anticipates that requests for maximum contract amounts from the pool of selected Applicants may exceed the total dollar amount of funding available through this RFQ. If this occurs, 4Culture reserves the right to enter discussions with Applicants to assess if proposed services and activities can be scaled to match the dollar amount offered by 4Culture. If the proposal is not scalable, or the Applicant rejects the dollar amount offered by 4Culture, 4Culture reserves the right to withdraw the contract offer to the Applicant and enter discussions with other high-ranking Applicants. Contract negotiations and development will begin when a contract amount for each proposal has been reached between the Applicant and 4Culture.

8. Glossary of Terms

A list of definitions specific to this RFQ are as follows:

Applicant is a party applying for a contract with 4Culture in response, and pursuant to the terms of, this RFQ.

Best and Final Offer (BAFO), if applicable and requested from the Applicants, is a final offer submitted that contains the Applicant's most favorable terms for cost or terms of service.

Capacity Building is the generation of resources or support intended to help an organization, group, or individual enhance its ability to fulfill its mission or purpose (i.e., any activity or support that is focused on the success and sustainability of an organization or the practitioner rather than specific programs).

Capacity Building Support is the provision and co-creation of information, tools, and resources on best practices along with the individualized, responsive, and ongoing coaching and support to strengthen programs, organizations, and systems capabilities.

Independent Contractor: Term used within 4Culture's Independent Contractor Agreement. Applicants offered contracts through this RFQ will be independent contractors for 4Culture

and will be responsible for payment of all taxes owed as a result of work performed for 4Culture. Contractors shall obtain necessary business licenses and a Washington State Unified Business Identifier. All requirements will be listed in the resulting contract.

Culturally Responsive Services: Services that understand, support, and honor attitudes, values, languages, and behaviors unique to each person and/or organization.

Equity means giving everyone what they need to be successful as opposed to equality which means treating everyone the same. At 4Culture, we are guided by a vision of a King County in which every person has what they need to explore and create culture.

Racial Equity is the condition that would be achieved if one's racial identity no longer predicted in a statistical sense how one fares. At 4Culture, 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.

Technical Assistance: Culturally responsive assistance with proposal development for grant opportunities.

9. RFQ and Contract Terms

A. RFQ Terms

i. Revisions to the RFQ
If 4Culture determines in its sole discretion that it is necessary to revise any part of this RFQ, an addendum to this RFQ will be posted online. For this purpose, the published questions and answers and any other pertinent information will also be provided as an addendum to the RFQ and will be placed online.

4Culture also reserves the right to cancel or to reissue the RFQ in whole or in part, prior to execution of a contract.

ii. Cost to Propose
4Culture will not be liable for any costs incurred by the applicant in preparation of a proposal submitted in response to this RFQ, in conduct of a presentation, or any other activities related in any way to this RFQ.

iii. 4Culture Right to be Own Reference
To serve the best interests of King County, 4Culture reserves the right to be its own reference with any potential Applicant as deemed necessary in its sole discretion. This may result in a lower score or disqualification of any potential Applicant.

iv. No Obligation to Contract
This RFQ does not obligate 4Culture to enter any contract for services specified herein.

v. Rejection of Applications
4Culture reserves the right, at its sole discretion, to reject any and all Applications received without penalty and not to issue any contract as a result of this RFQ.

vi. Acceptance Period
Applicant must provide one hundred twenty (120) calendar days for acceptance by 4Culture from the due date for receipt of Application.

vii. Best and Final Offer (BAFO)
4Culture reserves the right to use a BAFO before offering any contract to further assist in determining the successful Applicants. Terms of the BAFO will be communicated by the RFQ Coordinator.

viii. Offer
Final selection may be made by 4Culture staff based upon final calculations and recommendations from the RFQ review panel. 4Culture will execute contracts based upon the final selections.

4Culture intends to offer one or more contracts to Applicants. The RFQ Coordinator will notify all Applicants in writing of the acceptance or rejection of their application. Written notification will be sent via email to the email address(es) submitted in the grant portal.

B. Contract Terms

i. Scope of Services; Budget

The Contract will contain a Scope of Service describing the Services Contractor will provide to the eligible 4Culture-funded cultural organization that requests Contractor's services. The Contract also will contain an annual budget stating the maximum amount 4Culture will pay Contractor in any year for Services under the Contract.

ii. Means of Authorizing Requests for Services
The Contract will describe the means by which an eligible 4Culture-funded cultural organization may request Services from the Contractor and the means by which Contractor will inform 4Culture thereof and by which 4Culture with confirm and authorize Contractor to perform such Services and receive payment therefor under the Contract.

iii. 4Culture Standard Agreement
Organizations awarded through this procurement process will contract with 4Culture. Funded organizations will be required to meet baseline requirements, including insurance, equal employment opportunity, record keeping, and more. Requests to see a sample of 4Culture's standard services contract form with terms and conditions can be made to the RFQ Coordinator.

Contracts may be negotiated with the Applicants whose proposals would be most advantageous to King County in the opinion of the 4Culture, in its sole discretion, all factors considered.

The contents of the selected Applicants' proposal shall become contractual obligations if a contract ensues.

A contract between the selected Applicants and the County shall include the contract instrument, the original RFQ as issued by King County, the response to the RFQ, and any other documents mutually agreed upon. The contract must include, and be consistent with, the specifications and provisions stated in the RFQ.

iv. Equity, Racial and Social Justice

To effectively operate and provide services within a culturally responsive framework, an organization shall intentionally consider equity and integrate it into its values and principles, decisions, and policies. King County expects selected Contractors to incorporate a racial equity lens in their service delivery models and administration to challenge systemic and structural inequality, reduce prejudice and racism, and advance equity.

v. Performance Measurement and Evaluation

The primary purpose of performance measurement and evaluation is to use data to inform ongoing work, understand which activities are effective and why, comply with reporting requirements, and support shared and transparent responsibility for 4Culture programs' success.

4Culture is committed to collecting only data and information that is useful in moving forward our shared goal of providing equitable opportunities for people to explore and create culture.

vi. Data Collection and Reporting
Reporting Requirements

The Contractor shall submit the following documents:

a. A Letter of Agreement signed by the Contractor and the eligible 4Culture-funded cultural organization outlining the scope of their intended work, within one (1) month of the beginning of each 4Culture-funded capacity building project.

b. Monthly invoices detailing the number of capacity building and/or technical assistance hours completed and the capacity building and/or technical assistance services provided to each individual 4Culture-funded cultural organization served; and

c. Other reporting as requested by 4Culture for the purposes determining program effectiveness and/or client satisfaction.

Monitoring and Evaluation Requirements

a. The Contractor shall cooperate fully with 4Culture in 4Culture's monitoring Contractor's delivery of services under the Contract and other Contract compliance.

b. The Contractor shall cooperate fully with 4Culture in determining client satisfaction or evaluation of program effectiveness.

c. When making future funding decisions, 4Culture shall consider timeliness and compliance with Contract and reporting requirements from past contracts.

vii. Public Records Act

1. Washington State Public Records Act (RCW 42.56) requires public organizations in Washington to promptly make public records available for inspection and copying unless they fall within the specified exemptions contained in the Act or are otherwise privileged.

2. All submitted Applications and RFQ materials become public information and may be reviewed by anyone requesting to do so at the conclusion of the RFQ, negotiation, and award process. This process is concluded when a signed contract is completed between 4Culture and the selected Applicant.

3. Applications submitted under this RFQ shall be considered public documents and with limited exceptions, Applications that are recommended for contract award will be available for inspection and copying by the public.

viii. American with Disabilities Act
4Culture complies with the Americans with Disabilities Act (ADA). Applicants may contact the RFQ Coordinator to receive materials for this RFQ in alternative formats, such as Braille, large print, audio tape, or computer disc.

ix. Language Accessibility
Upon request to 4Culture, this RFQ can be made available in other languages.