



Information Packet for Prospective Board Members

latest revision: April 3, 2012

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Part I

Letter from the President



Folklife Festival
Education Programs
Folklore Research
Cultural Programs
Publications
Recordings

January 30, 2012

Dear Prospective Board Member,

Let me start by thanking you for expressing interest in the Northwest Folklife Board of Directors. We are excited about getting to know you better and talking with you about the Board's projects and needs.

Chances are you already know about the Northwest Folklife Festival at Seattle Center on Memorial Day Weekend. The Festival – with more than 250,000 attendees, 6,000 performers, and 800 additional volunteers – is only one aspect of our year-round work in the development and support of the arts at the grassroots level.

Northwest Folklife relies on a small number of paid staff to handle administration and finance, event programming, development and marketing, and volunteer management. The Northwest Folklife Board focuses on governance issues including strategic planning, financial oversight, organizational assessment, and fund development.

We are currently seeking new board members who can expand our capabilities in those areas plus strengthen our connections with the ethnic, artistic, business, and geographic communities that are essential to pursuing our mission. Northwest Folklife Board members are active in everything from representing the organization at community events to reviewing financial reports and researching issues and policies in their committee work. The Board, and most of our committees, meets monthly, and we communicate frequently using e-mail, web-based file systems, and phone- and computer-based meeting tools.

As Board members, we are custodians of the public's trust in us to fulfill Northwest Folklife's mission. In doing so, we enjoy great collegiality, and on Memorial Day Weekend there is great satisfaction when we see our efforts culminate in the celebration of four days of music, dance, storytelling, art, crafts, and magic.

The attached materials will tell you much more about the organization and the Board. Please do not hesitate to contact me or any other member of the Board with questions and comments. Ann Suter and Harvey Niebulski, co-chairs of our Recruitment and Nominations Committee, will be in touch with you to discuss next steps.

Again, many thanks for your interest.

With best regards,

Luther F. Black
President, Northwest Folklife Board of Directors

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Part II

Vision and Mission



Vision

Strengthening our communities through arts and culture.

Mission

Northwest Folklife creates opportunities for all to celebrate, share, and participate in the evolving cultural traditions of the Pacific Northwest.

Northwest Folklife describes its core values as follows:

- Northwest Folklife believes that the arts revitalize people and communities. Northwest Folklife is dedicated to the preservation of cultural heritage and its continued growth and development.
- Northwest Folklife understands that everyone is a bearer of folk arts and that it is as important to participate in the arts as it is to observe them.
- Northwest Folklife encourages communities to share their cultural arts believing that interaction with new audiences enriches the community as much as the audience. When people share aspects of their culture, opportunities are created to dissolve misunderstandings, break down stereotypes and increase respect for one another.
- Northwest Folklife relies on the diverse communities of the Pacific Northwest to inspire programs. Northwest Folklife collaborates with these communities to develop public presentations of their culture.

Northwest Folklife is recognized by the IRS as a tax-exempt 501(c)3 corporation. It is registered with the Secretary of State of the State of Washington.

Part III

The Northwest Folklife Story

Northwest Folklife

Our organization seeks prospective board members for four Board of Director positions. Through the story below and the year-in-review which follows, we hope you will gain insight into the organization's current operations and future potential.

The Northwest Folklife Story



Every year since 1972, the Northwest Folklife Festival has brought a focus to the diversity and tradition of communities in the Pacific Northwest. The Folklife Festival is the largest of its kind - a free, multi-day event - which provides a stage to celebrate all forms of cultural expression.

In keeping with the organization's mission, the Festival creates opportunities for more than 6000 performers and over 60 community groups to celebrate, share and sustain their art forms for all our many thousands of participants.

Working together with more than 800 volunteers, we are able to honor our heritages, relish our traditions and learn about the unique expression we bring to many art forms.

Through the Festival, Northwest Folklife has stimulated interest and activity in traditional arts in the Northwest since 1972. In our 41 years, the focus of the organization has grown to reflect the ever increasing number of communities that call the Northwest home, and evolved to create further opportunities for expression on a year-round basis. This growth has led to the potential of sustainability that is not dependent on the four-day Festival alone.



As part of the Board, a director will be responsible for supporting financial sustainability, forging strategic directions for the next decade and extending the reach and impact that Northwest Folklife has in celebrating, preserving and enhancing the many cultural, ethnic and community focused expressions in the arts of dance, music, storytelling, visual arts and theatre.



Persons interested in learning more about the work of the board and the organization can find more materials at www.nwfolklife.org/board/recruitment or send email to: Boardrecruitment@nwfolklife.org.

Please join Northwest Folklife at the 2012 41st anniversary Festival, May 25 – 28 on the historic Seattle Center grounds.

For additional information about 2012 Festival, see <http://www.nwfolklifestival.org/>.

NORTHWEST FOLKLIFE year in review

2011 NORTHWEST FOLKLIFE FESTIVAL

For more than 40 years, the annual Northwest Folklife Festival has helped communities and individuals celebrate, share and sustain the traditional arts.



Barvinok Ukrainian Dancers perform at the Folklife Festival

The largest festival of its kind in the United States and a signature event in the Pacific Northwest, the Folklife Festival is unique in its focus, drawing on the talents of more than 6,000 musicians, artists and craftspeople. Through music and dance performances, art and craft demonstrations, workshops and participatory activities, we create a multicultural celebration that each year enriches, educates and inspires attendees. The Festival is distinguished from other cultural events not only by its content-- the traditional aspects of daily life--but also by its extraordinary community spirit, which is a primary factor in the Festival's longevity and growth. This year Seattle weathered a gray Memorial Day weekend, but the crowds still turned out to play, dance, sing, taste, learn and participate in all that the Festival had to offer. In 2011, we welcomed almost 240,000 guests to the Seattle Center grounds over its four days.

YEAR-ROUND EVENTS

The Folklife spirit didn't end at the Festival. Our staff and board worked year-round to provide more opportunities to share, celebrate and sustain our folk, ethnic and traditional arts. This year, we forged partnerships with local venues and businesses including Empty Sea Studios, the Tractor Tavern, Full Tilt Ice Cream, Hale's Ales, T.S. McHugh's Restaurant and Pub and Emerald City Guitar. We also worked with the



Clinton Fearon performs at a Festival preview show

Experience Music Project to produce *Family Days*—a monthly series of free drop-in dance workshops for guests of all ages. And we continued our afterschool *Rhythm and Moves* program for a fifth year at the Secondary Bilingual Orientation Center.

Starting in the fall, Folklife supporters stepped up to raise critical funds with *Nights for Folklife* benefit parties held over a series of evenings from fall through spring. Many have had a great time dancing, singing, listening to music and remembering what brings us back to Seattle Center every Memorial Day weekend. We were delighted by the outpouring of support from party hosts and guests and the diversity of events. What a wonderful way to generate enthusiasm for the 41st annual Festival in May 2012!

FUNDRAISING

Each year, Northwest Folklife depends on donations from generous individual, foundation, government and corporate partners in order to meet operating expenses, produce the annual Festival, and maintain year-round educational programs and events. Thanks to the help of our supporters, the Friends of Folklife, Northwest Folklife is working through the leaner times of institutional giving and moving ever closer to a vibrant 2012 Festival where we will help Seattle Center celebrate The Next 50: the observation of the 1962 World's Fair.



For more information on Northwest Folklife or to become a donor, please visit www.nwfolklife.org.

Part IV

**Northwest Folklife Library of
Congress Local Legacies Project**

Library of Congress — Local Legacies Project

Introduction

Northwest Folklife is one of the largest organizations in the country focusing on folk, ethnic and traditional arts, with no comparable organizations or programs in the Pacific Northwest. Each year, the Northwest Folklife Festival joins together cultures and communities in a vibrant celebration of music, dance, exhibits, symposia, food, crafts, children's activities, and more. As one of the largest free festivals in the nation and a regional signature event for many of its years, the Northwest Folklife Festival attracts an annual average attendance of 200,000 visitors over four days every Memorial Day weekend.

Northwest Folklife was founded in 1971 to produce a festival of traditional and ethnic arts for the region. Volunteers filled most staff functions during the first decade. In the 1980's, a professional staff assumed responsibility for the festival and refocused Northwest Folklife activities. Organizational activities now include participation with other Northwest festivals, helping traditional and ethnic arts communities with their programming, sponsoring year-round traditional and ethnic arts events, developing an extensive database of artists in the Pacific Northwest and becoming an advocate for traditional and ethnic arts in the region.

In 1991, Northwest Folklife initiated what it called its special Cultural Focuses. These large-scale cultural events rely on community-based advisors to guide content, structure and community outreach. The folklore projects have involved this region's Sephardic Jewish, Native American, African-American, Polynesian, Filipino-American, Chicano and Mexican communities. The Native American project of 1992 led to the publication in 1999 of *Spirit of the First People*, a book and CD tracing the history and legacy of song in Washington State's Native American communities. The Filipino project resulted in an exhibit that traveled regionally for over two years. *Norte y Sur* brought attention to the region's Mexicano / Chicano community in 1998, and a CD is now in production. In 2001, the arts and culture of Korea was featured at the annual festival.

A financial crisis at the close of fiscal '98 threatened the future of Northwest Folklife. The staff was restructured; an innovative fundraising campaign on a scale never before attempted was implemented. The result was overwhelming community support. Fundraising events were held, a 'credit holder' program was established to secure a long-term loan for debt consolidation, and visitors to the festival were asked to give via stage presentations and 'donation stations' throughout the grounds. While Folklife's traditional fundraising sources will always include corporate sponsors and grants, its long-term success depends on contributions of time and money from individuals in the community. The organization is now back on stable financial ground and planning future festivals and projects.

Although other organizations in the Pacific Northwest work to sustain the vitality of specific ethnic art traditions, Northwest Folklife advocates for a wide range of cultures, presents programs with a far-reaching scope and attracts a large and diverse audience to bring attention to the traditional and ethnic arts as no other organization can. Northwest Folklife, through the Festival and its year-round educational programs, works to break down stereotypes and bridge cultural barriers.

Northwest Folklife Festival Early History “Where It All Began”

Philip L. Williams, Past President
1991

(Philip L. Williams, a founding member of Northwest Folklife, served on the board of directors from 1972 to 1998, with two terms as board president. Now retired from official work with Northwest Folklife, Phil and his wife Vivian continue to perform at the annual Northwest Folklife Festival and remain active participants within the organization. This article, written in 1991 as part of a 20th anniversary retrospective, is based on Phil's recollection and personal opinions.)

Since 1972, a lot of people in Seattle have spent Memorial Day weekend singing and dancing, picking and fiddling, looking at quilts, eating piroshkies, bidding in an auction, learning to dance, telling lies, shearing sheep and showing off their family traditions to neighbors and strangers. For almost 30 years, the Northwest Folklife Festival has been a celebration of our region's heritage, and it's become a Seattle institution.

Nobody had an institution in mind when Folklife started. It was a case of the right set of people coming together at the right time. Seattle Center, the site of the 1962 World's Fair, was looking for better ways to use the facilities. The Seattle Folklore Society, of which I was then board president, was a six-year-old group of traditional music enthusiasts who organized concerts and operated the Folkstore, a retail outlet and information center in Seattle's University District. The National Park Service wanted to expand its activities into cities and had contracted with the National Folk Festival Association (NFFA; now known as the National Council for Traditional Arts) to organize urban events.

Late in 1971, I received a call from Andy Wallace, an NFFA staff member, asking if the Seattle Folklore Society might be interested in helping to create a festival here in Seattle. The Folklore Society promised to help. A few days later, Andy arrived on our doorstep, and planning for the first festival was underway.

Since the Park Service was supporting the NFFA project, Andy and I contacted Charles Gebler, Director of the Northwest Region of the National Park Service. He was a weekend musician himself, and he agreed to co-sponsor the festival which would include participants from the area that his office administered - Alaska, Washington, Oregon and Idaho (later we added British Columbia and western Montana). I called a number of traditional arts organizations in the area, discussed the concept of a festival that would present Northwest traditional arts, and received a wide indication of support.

We incorporated the Northwest Regional Folklife Festival Association to organize and operate the Festival. It was set up as a Washington non-profit, non-membership corporation, controlled by a Board of Directors and officers appointed by the board. For about the first decade the Board was composed of representatives from the major sponsoring organizations and individuals involved with the Festival. Each organization designated the persons to serve on the Board as its representatives. The organizations designating board members included the Seattle Folklore Society, National Park Service, Seattle Center, Skandia Folk Dance Club, Washington Old Time Fiddlers, and KRAB Radio. This organization is now controlled by a Board of dedicated individuals and operated by a

professional staff.

With NFFA and the National Park Service behind us, we approached the City of Seattle through Jack Feary, Dave Hughbanks and Dave Lempeis of Seattle Center. The staff liked the idea of a Memorial Day weekend festival and signed on as co-sponsors. With sponsors, a site and a few thousand dollars from the City and the National Park Service, the Festival – just two months away – began to take shape.

My wife Vivian and I had played bluegrass and oldtime music in living rooms and Grange halls for many years. The traditional performers we have met over the years were glad to help others learn to play, but most had no regular platform for public presentation. We wanted the Folklife Festival to be that platform and to create opportunities to pass on the history and traditions of their art. Folkloric ‘authenticity’ was less important than the fact that performers had made a traditional art an important part of their lives and they were willing to share it.

All the musicians donated their performances. We provided hospitality for out-of-town visitors and covered travel expenses, but there were no big-name ‘stars’. Everyone got equal billing. When we invited performers and craftspersons to participate at the first Festival, we hoped they shared our commitment to an open, participatory event. We couldn’t raise funds to pay everyone and still present the broadest range of traditional arts possible. The response was overwhelmingly in favor. It was an opportunity to show that traditional arts really mean a lot to the people of the region. And since our expenses were so low, we were able to keep the Festival free.

We needed volunteers to help organize the Festival’s behind-the-scenes needs. Vivian and I had met Stan Cole at some of the fiddle shows that REACH, Stan’s senior citizen outreach program, had sponsored. (This organization has no connection with the group of the same name that organized displays at more recent Folklife Festivals.) Stan jumped at the opportunity to use the Festival to involve more seniors in his organization. REACH volunteers handled almost all of the Festival’s work, and Stan’s associate Tom Parks became the de facto Festival Director.

We wanted the Folklife Festival to be more than just a series of concerts. We planned crafts demonstrations, public folk dancing and workshops where people could learn traditional tunes and techniques. From the start, our guiding concept has always been to present and celebrate “the things that people do for their own entertainment and make for their own use.”

In those early days, craftspersons could not participate and sell their work unless they also demonstrated their craft. Food merchants were prohibited, with the exception of an Indian salmon-bake. An exciting array of food merchants now represent the flavor of Festival programming, from ‘down-home cooking’ to the enticing spices of Asia, Africa and the Greek Islands.

Somehow, in just a few weeks, everything came together by Friday, May 26, 1972, when the first Northwest Folk Life Festival (that’s how the poster spelled it) began. Many of the stages were wooden platforms on the grass, and people who wanted to listen spread out on the lawns nearby. Each stage presented a different type of music or dance, and each was scheduled by a stage manager with expertise in that area. We included traditional ‘folklore’ musicians who had learned their art form from their families and neighbors, commercial ‘folkmusic’ performers who had learned at the foot of their mother’s phonograph, and everything in between.

With several simultaneous stages presenting performances, the Folklife Festival offered far more traditional and folk artists in one place than any previous event in the region and more than any

other festival in the country at that time. And they were great performances! On Sunday afternoon, the Director of NFFA, Leo Bernach, ran into me at the Oldtime Fiddlers' Stage. He was amazed at the huge number of performances and their high quality, and he wondered how we were able to audition everybody in the short time we had to produce the Festival. My truthful reply was, "We didn't audition anyone. We gave everybody who applied an opportunity to perform."

A few years ago the name was changed to "Northwest Folklife Festival" in recognition of the fact that, while the focus was on Northwest regional participants, the Festival actually had participants from all over the world.

Twenty years after I received that phone call from Andy Wallace, Folklife is strong, healthy and still committed to our original ideals. Many of the people who first learned about traditional music, or dance, or handcraft at an earlier Folklife Festival have become Festival participants themselves, adding yet another link to the chain. It's likely that some 'visitors' to this year's Festival will return next May as novice 'traditional artists.'

Part V

Board Member Job Description and Duties

Northwest Folklife

Board Member Job Description and Duties

adopted: January 16, 2001
revised: December 14, 2011

As custodians of a public trust the Directors of Northwest Folklife and I as a member of the board, bear the responsibility of governance of the not-for-profit corporation. As a director, I make a significant commitment of resources (time, money, expertise, community contacts, organizational skills or leadership talents) to advance the mission and goals of Northwest Folklife.

My Responsibilities as a member of the Board of Directors are:

- Policy making
- Evaluating, hiring and firing the Executive Director
- Long-range planning
- Financial oversight
- Evaluation of the organization
- Fundraising
- Public relations
- Board training and development
- Advocacy in the community at large for the organization and its mission.

This means that I:

- Know Northwest Folklife's mission, purposes, goals, policies, programs, strengths and weaknesses
- Join in discussions and votes
- Understand the budget process
- Review financial statements
- Evaluate the organization and the Board
- Review the performance of the Executive Director
- Lead, support and participate in fundraising projects
- Serve on a committee of the board
- Represent and promote the organization in the community
- Assist Northwest Folklife through personal commitment and contacts
- Take part in Board development and training activities
- Participate in Northwest Folklife activities in as many capacities as time allows, while fulfilling primary responsibilities to the Board.

Time Commitment

I agree to participate in Board meetings (11 per year) and special sessions or retreats. I will serve on a standing committee or special projects committee and attend the Northwest Folklife Festival (Memorial Day weekend) as well as other annual events and productions. Most committees meet monthly. Absent special circumstances, I agree to attend at least two-thirds of all board meetings and miss no more than three board meetings in a row. I will communicate special circumstances to the President.

Committee Chair Commitment

As part of my service on the Northwest Folklife board, I agree to identify a standing or special project committee, to serve on that committee and prepare myself to chair that committee in the second year of a standing of my first term.

Financial Commitment

I agree to contribute, according to my ability, to the Annual Fund and any other fundraising campaigns the Board may undertake from time to time. The Board is committed to showing 100% board participation in the Annual Fund. I recognize that each director assumes responsibility for fundraising and assists in identifying and evaluating prospective donors (i.e., individuals, corporations and foundations).

Communication

The Executive Director is responsible for day-to-day operations and for coordinating the activities of its various divisions and programs. Staff members report to the Executive Director who is further accountable to the board for their performance. For these reasons, the Executive Director must be aware of all board/staff communications. This is most easily achieved by copying the Executive Director email messages between board and staff and through regular staff reports following meetings with committees and individual directors.

Board Terms

As stated in the By-laws directors serve for terms of three years. At the end each term, Directors who wish to stand for re-election are asked to renew their commitment. Individuals who do not meet membership expectations as determined by a performance review as described below will be asked to step down by the President of the Board.

Officer Terms

Officers serve for one year. Each officer may serve a maximum of three consecutive terms in any one position.

Leave of Absence

Where business or personal matters make it difficult to meet his or her commitment, a Board member may, with permission of the Board President, take a leave (or leaves) of absence of up to 12 months during a three-year term.

Governance and Oversight

I understand that directors are legally responsible for the organization; however, Washington State law and Northwest Folklife's By-laws indemnify directors from individual liability except in the

case of gross negligence. (Northwest Folklife maintains directors and officers liability insurance coverage.) An important part of serving as a director is protecting assets and ensuring that funds are managed properly. Accordingly, I will review financial information provided prior to each Board meeting and the annual audit. I recognize that participation in discussions of financial reports and in the budget preparation process are essential duties.

Conflict of Interest

I confirm that I will not use my service for my personal advantage or for the advantage of friends or associates. I agree that I will not obtain for myself, my relatives or my friends a material benefit of any kind from my association with Northwest Folklife. I agree that I will represent the interest of all people served by the organization.

Advocacy and Leadership

As a member of the Board of Directors, I will represent Northwest Folklife to all its constituents: the public, elected and governmental officials, private industry and foundations. Individually and collectively, I confirm that directors are primary advocates for the organization, responsible for projecting and maintaining the organizations public image. I will work actively to educate elected officials, the business community and the general public about the important and essential role of the arts in society. They serve as leaders to strengthen understanding and support of Northwest Folklife.

Committees

Board committees a) facilitate the setting of policy and b) monitor areas such as finance, development of resources and long-range planning. Committees review issues and receive staff reports that are not always presented to the full Board. They identify new or emerging issues, research and distribute related information and make recommendations to the Board. The Executive Committee acts for the full board between board meetings.

Resources and Recruitment

As a member of the Board of Directors, I will support the organization by drawing on my professional and social experience and contacts to suggest potential supporters, sponsors, consultants and committee members.

Learning and Training

Serving on the Board of Northwest Folklife offers many opportunities to broaden understanding, experience and skills in folk, traditional and ethnic arts. Directors participate in Board-specific training to enhance skills necessary for governance, leadership and advocacy.

Board Performance Review

Each year the Executive Committee reviews the performance of the Board as a whole, the performance of new Directors and those whose three-year terms are ending. The review is based on duties described in this document and includes meeting attendance (as documented in meeting minutes), fulfillment of Board member responsibilities and the various contributions made to assist Northwest Folklife in its mission. If concerns arise from the review, the President of the Board will discuss them directly with the individual member.

Executive Director Performance Review

The Board of Directors reviews the Executive Directors performance annually under the leadership of its Executive Committee. I agree that I am expected to participate in the review. Assessment of the Executive Directors performance is the Boards primary intervention in day-to-day management.

By signing I acknowledge that I have read the Board Member Job Description and Duties and agree to abide by its terms during my Board service.

Name: _____

Signature: _____ Date: _____

Northwest Folklife Board Member Job Description and Duties

Part VI

Board of Directors

Northwest Folklife
Board of Directors
2012 - 2013 Roster

Luther F. Black, President
Marine Environmental Analyst

Harvey Niebulski, M.D., Vice President
Radiologist, Group Health Cooperative

Michael L. Richardson, Vice President
Professor of Radiology, University of Washington

Don Morgan, Treasurer
Retired Hospitality Manager

Ann Suter, Secretary
Principal, Prizma; Interim Executive Director, Pratt Fine Arts Center

Karen Anderson, Immediate Past President
Writer and Web Content Strategist

Ross Braine
Administrative Coordinator, Educational Talent Search
Assistant Tribal Liaison, Office of Minority Affairs and Diversity University of Washington

Kim Camara
Anthropologist

Lara D. Clark
Arts and Education Project Manager

Teresa I. Davis
Communications and Marketing Professional

Rafael Maslan,
Licensed Massage Practitioner

Karen Shaw
Psychologist; Cultural Organization Leader

Tammy M. Sittnick
Attorney, Microsoft

Susan Songer
Traditional Arts Practitioner

Part VII

Northwest Folklife Staff

Northwest Folklife Staff

2011 - 2012 Roster

Laurie Carlsson

In-Kind Sponsorship Coordinator

Michael Chandler

Director of Production

Dave Clelland

Controller

Ryan Davis

Marketing Manager

Paige Ervin

Programming Intern

Debbie Fant

Deputy Director

Kelli Faryar

Programs Manager

Christina Halverson

Volunteer Coordinator

Sue Masser

Development Coordinator

Annie O'Dowd

Operations Manager

Phil O'Sullivan

Development Director

Michelle Demers Shaevitz

Programs Coordinator

Beth Schlansky

Office & Information Coordinator

Bruce Sielaff

Director of Operations and Technology

Rob Townsend

Executive Director

Part VIII

Bylaws of Northwest Folklife

Last revision: 4.27.10

BYLAWS of NORTHWEST FOLKLIFE

Amended July 19, 2005 Revised October, 2007; July, 2009; September, 2009; April, 2010

ARTICLE I.

Offices

The principal place of business of this Corporation shall be in King County, Washington; provided, however, that the principal office may be changed at any time by act of the Board of Directors, and the Corporation may also have other offices in such place or places as the Board may from time to time appoint, or the business of the Corporation may require.

ARTICLE II.

Objectives and Purpose

The purpose of this Corporation shall be to support the preservation and presentation of traditional folk arts and culture through the annual Northwest Folklife Festival held every Memorial Day Weekend at the Seattle Center, and through the sponsoring of other events and activities in further support of such preservation and presentation.

ARTICLE III.

Board of Directors

Section 1. Management of Corporation. The property and business of the Corporation shall be managed and controlled by its Board of Directors.

Section 2. Number, Term. The Board of Directors shall consist of no less than six and no more than twenty-five members who shall serve for a term no longer than three years, expiring at the third Annual Meeting held after their election. Directors shall be nominated and elected by the Board of Directors. Election of Directors shall be staggered so that no more than 1/3 of the Directors are elected each year. An affirmative vote of 2/3 of the directors shall be required for election to the Board. All terms shall commence as of the date of election, and each Director shall serve for the term for which elected and until his or her successor shall have been duly elected and has qualified.

Section 3. Vacancies. Whenever any vacancy shall occur in the Board of Directors, by reason of death, resignation, or increase in the number of directors or otherwise, it may be filled by an affirmative vote of 2/3 of the remaining Directors, though less than a quorum, for the balance of the term of the Director who was replaced; except that, in the case of an increase in the number of Directors not made at the Annual Meeting, such vacancy may be filled only for a term expiring at the next Annual Meeting.

Last revision: 4.27.10

Section 4. Removal of Directors. Any Director may be removed from his or her position by an affirmative vote of 2/3 of the full Board of Directors, registered in person at any regular or special meeting called for that purpose, for conduct detrimental to the interests of the corporation, and/or for failure to render reasonable assistance in carrying out its purposes. Any such director proposed to be removed shall be entitled to at least fourteen days verbal and written notice of the meeting at which such removal is to be voted upon, and shall be entitled to appear before, and be heard at such a meeting.

Section 5. Compensation of Directors. No director shall receive compensation for his or her services as such. Travel and other expenditures of Board members for ordinary and reasonable expenses incurred in connection with the business of this Corporation may be reimbursed by the Corporation pursuant to policies which may be established from time to time by the Board of Directors.

Section 6. Place of Meetings. The Directors shall hold their meetings at the executive offices of the Corporation, or at such other places as they may from time to time determine.

Section 7. Annual Meeting. The annual meeting of the Board of Directors, of which no notice shall be necessary, shall be held on the third Tuesday of September of each year for the purpose of the organization of the Board, filling vacancies in the Board due to expiring terms of Directors, and the election or appointment of officers for the ensuing year and for the transition of such other business as may conveniently and properly be brought before such meeting.

Section 8. Regular Meetings. Regular meetings of the Board shall be held, without notice, at such time and place as shall from time to time be determined by a majority of the Board of Directors. No notice need be given of regular meetings.

Section 9. Special Meetings. Special meetings of the Board of Directors may be called by order of the President, or upon the request of three of the Directors. The Secretary shall give notice of the time, place, and purpose or purposes of each special meeting by mailing the same at least two days before the meeting or by telephoning or electronically communicating the same at least one day before the meeting to each Director.

Section 10. Electronic Attendance. Directors may attend and participate at any meeting of the Board of Directors or any committee thereof by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, as provided by the Washington Non-Profit Corporations Act. A Director so participating may be required to bear the costs of such participation. The Board shall not be required to meet at places facilitating such electronic participation.

Section 11. Quorum. A number equal to at least 50% of the Directors holding office at any time shall constitute a quorum for the conduct of business at meetings of the Board of Directors (e.g. 8 members attending if there are 15 or 16 Directors holding office).

Section 12. Voting. All matters coming before the Board of Directors shall be decided upon by a majority voting at any meeting constituting a quorum, except as otherwise provided in these bylaws.

Last revision: 4.27.10

Section 13. Conduct of Meetings. At meetings of the Board of Directors, the President, or a designated Vice President shall preside. A number equal to at least 50% of the Directors holding office at any time shall constitute a quorum for the conduct of business, but less than a quorum may adjourn any meeting from time to time until a quorum shall be present, whereupon the meeting may be held, as adjourned, without further notice. At any meeting at which every Director shall be present, even though without any notice, any business may be transacted.

Section 14. Action by Board Without a Meeting. Any action permitted or required to be taken at a meeting of the Board of Directors may be taken without a meeting if (a) one or more written consents setting forth the action so taken are signed by all the Directors entitled to vote with respect to the subject matter thereof or (b) electronic transmissions (e.g., e-mails) setting forth the action so taken are electronically transmitted to the Secretary or President by all the Directors entitled to vote with respect to the subject matter thereof.

Section 15. Manifestation of Dissent. A director of the Corporation who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless his dissent shall be entered in the minutes of the meeting or unless he shall file his written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Corporation immediately after the adjournment of the meeting. Such right to dissent shall not apply to a Director who voted in favor of such action.

ARTICLE IV.

Committees

Section 1. Establishment of Committees. The Board of Directors, by majority resolution, may create or abolish one or more special or standing committees. The responsibilities of each committee shall be determined by the Board of Directors.

Section 2. Committee Appointments. The President shall make all committee appointments.

Section 3. Limitation of Authority of Committees. No committee established under this Article shall have the power to amend, alter or repeal these bylaws, or to elect or remove any member from any Board committee, or elect or remove any Director or Officer of this Corporation. No Board committee shall have be authorized to enter into any type of legal agreement with any person or organization, or assume any power of this Corporation contained in the bylaws or the articles of incorporation, except as may specifically be authorized by resolution of the Board of Directors.

Section 4. Rules of Procedure. A majority of the members of any committee may fix its rules of procedure. All action by any committee shall be reported to the Board of Directors at a meeting succeeding such action and shall be subject to revision, alteration, and approval by the Board of Directors; provided that no rights or acts or third parties shall be affected by any such revision or alteration.

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ARTICLE V.

Advisory Boards or Councils

The Board of Directors may appoint individuals who may, but need not be, Directors, Officers, or employees of the corporation to serve as members of one or more Advisory Boards or Advisory Councils of the Corporation or of one or more operating divisions of the Corporation and may fix fees or compensation for attendance at meetings of any such Advisory Boards or Councils. The members of any such Advisory Board or Council may adopt and from time to time may amend rules and regulations for the conduct of their meetings and shall keep minutes which shall be submitted to the Board of Directors of the Corporation. The term of office of any member of an Advisory Board or Council shall be at the pleasure of the Board of Directors of the Corporation and shall expire the day of the Annual Meeting of the Board of Directors of the Corporation. The function of any such Advisory Board or Council shall be to advise with respect to the affairs of the Corporation or operating division thereof as to which it is appointed. Such an Advisory Board or Council shall have no power whatsoever to bind this Corporation, and this Corporation shall have no obligation of any nature to act upon or follow any decisions or actions of such an Advisory Board or Council.

ARTICLE VI.

Operating Divisions of the Corporation

Section 1. Divisions. The Board of Directors may create operating divisions of the Corporation and may specify the parameters of operation of each such division and the relationship between divisions and between the divisions and the Corporation. Each operating division shall operate as may from time to time be specified by the Board of Directors.

Section 2. Titles. The Board of Directors may from time to time confer on the employees of the Corporation assigned to any operating division of the Corporation, or discontinue, the title of President, Vice President, and any other titles deemed appropriate. The designation of any such official titles for employees assigned to operate divisions of the Corporation shall not be permitted to conflict in any way with any executive or administrative authority established from time to time by the Corporation. Any employee so designated as an officer of an operating division shall have authority, responsibilities, and duties with respect to his operating division corresponding to those normally vested in the comparable officer of the Corporation by these bylaws, subject to such limitations as may be imposed by the Board of Directors.

ARTICLE VII.

Officers

Section 1. Appointment; Term. The officers of the Corporation shall be appointed by the Board of Directors and shall be: President, one or more Vice-Presidents, a Secretary or Treasurer. Any two or more offices may be held by the same person, except for the offices of President and Secretary. The Board of Directors may also appoint a Controller, and such other officers as it may designate. Each officer shall be a Director of this Corporation. Each officer shall be appointed at the Annual Meeting of the Board of Directors to serve for a term of one year.

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Section 2. Assistant Secretary, Treasurer. The Board of Directors shall have the power to elect or appoint one or more Assistant Secretaries and one or more Assistant Treasurers who shall perform the duties and functions of Secretary and Treasurer respectively, in their absence, as provided by resolution of the Board of Directors.

Section 3. Agents, Assistants. The Board may appoint such agents or assistants as it shall find necessary, who shall hold their offices for such terms and shall exercise such powers and perform such duties as shall be determined from time to time by the Board.

Section 4. Removal. The Board of Directors by the vote of a majority of the whole Board, may leave unfilled for any such period as it may fix by resolution any office except those of President, Vice-President, Treasurer and Secretary. Any officer or agent shall be subject to removal at any time by the affirmative vote of a majority of the whole Board of Directors.

Section 5. Compensation. No officer of the Corporation shall receive compensation as such.

Section 6. Duties of President. The President shall preside at all meetings of the Board of Directors and Members. He or she shall exercise such duties as customarily pertain to the office of President and shall have general and active supervision over the operations of the Board of Directors. He or she may sign, execute, and deliver in the name of the Corporation powers of attorney, contracts, bonds, and other obligations and shall perform such other duties as may be prescribed from time to time by the Board of Directors, or by the bylaws.

Section 7. Duties of Vice Presidents. The Vice President shall have such powers and perform such duties as may be assigned to them by the Board of Directors or the President. In the absence or disability of the President, the Vice President designated by the Board shall perform the duties and exercise the powers of the President. A Vice President may sign and execute contracts and other obligations pertaining to the regular course of his or her duties.

Section 8. Duties of Treasurer. The Treasurer shall have general custody of all the funds and securities of the Corporation and have general supervision of the collection and disbursement of funds of the Corporation. He or she shall endorse on behalf of the Corporation for collection checks, notes, and other obligations, and shall deposit the same to the credit of the Corporation in such bank or banks or depositories as the Board of Directors may designate. He or she may sign, with the President, or such other person or persons as may be designated for the purpose by the Board of Directors, all bills of exchange or promissory notes of the Corporation. He or she shall enter or cause to be entered regularly in the books of the corporation full and accurate account of all moneys received and paid by him or her on account of the Corporation; shall at all reasonable times exhibit his or her books and accounts to any director of the corporation upon application at the office of the Corporation during business hours; and, whenever required by the Board of Directors or the President, shall render a statement of accounts. He or she shall perform such other duties as may be prescribed from time to time by the Board of Directors or by the bylaws. He or she shall not be required to give bond for the faithful performance of his or her duties.

Section 9. Duties of Secretary. The Secretary shall, subject to the direction of the Board of Directors and/or the President, keep the minutes of all meetings of the Board of Directors and

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Members, and to the extent ordered by the Board of Directors or the President, the minutes of meetings of all committees. He or she shall cause notice to be given of meetings of Members, of the Board of Directors, and of any committee appointed by the Board, if such notice is required by these bylaws or by the resolution establishing such committee. He or she shall have custody of the corporate seal and general charge of the records, documents, and papers of the Corporation not pertaining to the performance of the duties vested in other officers, which shall be open to the examination of any Director at all reasonable times. He or she may sign or execute contracts with the President, or a Vice President thereunto authorized in the name of the Corporation thereto. He or she shall perform such other duties as may be prescribed from time to time by the Board of Directors or by the bylaws.

Section 10. Vacancies. In case any office shall become vacant, the Board of Directors shall have power to fill such vacancies for a term expiring at the next Annual Meeting of the Board of Directors. In case of the absence or disability of any officer, the Board of Directors may delegate the powers or duties of any officer to another officer or a director for the time being.

Section 11. Exercise of Rights as Stockholders. Unless otherwise ordered by the Board of Directors, the President, or a Vice President thereunto duly authorized by the President, shall have full power and authority on behalf of the Corporation to attend and to vote at any meeting of stockholders of any corporation in which this Corporation may hold stock, and may exercise on behalf of this Corporation any and all of the rights and powers incident to the ownership of such stock at any such meeting, and shall have power and authority to execute and deliver proxies and consents on behalf of this Corporation in connection with the exercise by this Corporation of the rights and powers incident to the ownership of such stock. The Board of Directors, from time to time, may confer like powers upon any other person or persons.

ARTICLE VIII.

Indemnification

Section 1. Right to Indemnification. Each person who was or is made a party or is threatened to be made a party to or is involved (including without limitation, as a witness) in any actual or threatened action, suit, or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that he or she is or was a director, officer, employee, or agent, of the corporation or, being or having been such a director, officer, employee, or agent, he or she is or was serving as the request of the Corporation as a director, officer, employee, or agent of another corporation or of a partnership, joint venture, trust, or other enterprise, including service with respect to employee benefit plans, whether the basis of such proceeding is alleged action in an official capacity as a director, officer, employee, or agent or in any other capacity while serving as a director, officer, employee, or agent shall be indemnified and held harmless by the corporation to the full extent authorized by the Washington Non-profit Corporation Act or other applicable law, as the same exist or may hereafter be amended, against all expense, liability and loss (including attorneys' fees, judgments, fines, ERISA, excise taxes or penalties and amounts to be paid in settlement) actually and reasonably incurred or suffered by such person in connection therewith and such indemnification shall continue as to a person who has ceased to be a director, officer, employee, or agent and shall inure to the benefit of his or her heirs, executors, and administrators; provided, however, that except as provided in Section 2 of this Article with respect to proceedings seeking to

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enforce rights to indemnification, the corporation shall indemnify any such person seeking indemnification in connection with a proceeding (or part thereof) initiated by such person only if such proceeding (or part thereof) was authorized by the Board of Directors of the corporation. The right to indemnification conferred in this Section 1 shall be a contract right and shall include the right to be paid by the corporation the expenses incurred in defending any such proceeding in advance of its final disposition; provided, however, that the payment of such expenses in advance of the final disposition of a proceeding shall be made only upon delivery to the corporation of an undertaking, by or on behalf of such director, officer, employee, or agent, to repay all amount so advanced if it shall ultimately be determined that such director, officer, employee, or agent, is not entitled to be indemnified under this Section 1 or otherwise.

Section 2. Right to Bring Suit. If a claim under Section 1 of this Article is not paid in full by the corporation within sixty days after a written claim has been received by the corporation, except in the case of a claim for expenses incurred in defending a proceeding in advance of its final disposition, in which case the applicable period shall be twenty days, the claimant may at any time thereafter bring suit against the corporation to recover the unpaid amount of the claim and, to the extent successful in whole or in part, the claimant shall be entitled to be paid also the expense of prosecuting such claim. The claimant shall be presumed to be entitled to indemnification under this Article upon submission of a written claim (and, in an action brought to enforce a claim for expenses incurred in defending any proceeding in advance of its final disposition, whether the required undertaking has been tendered to the corporation) and thereafter the corporation shall have the burden of proof to overcome the presumption that the claimant is so entitled. Neither the failure of the corporation (including its Board of Directors, independent legal counsel, or its shareholders) to have made a determination prior to the commencement of such action that indemnification or reimbursement or advancement of expenses to the claimant is proper in the circumstances nor an actual determination by the corporation (including its Board of Directors, independent legal counsel, or its shareholders) that the claimant is not entitled to indemnification or to the reimbursement or advancement of expenses shall be a defense to the action or create a presumption that the claimant is not so entitled.

Section 3. Non-exclusivity of Rights. The right to indemnification and the payment of expenses incurred in defending a proceeding in advance of its final disposition conferred in this Article shall not be exclusive of any other right which any person may have or hereafter acquire under any statute, provision of the Articles of Incorporation, bylaws, agreement, vote of shareholders or disinterested directors, or otherwise.

Section 4. Insurance, Contracts, and Funding. The corporation shall maintain insurance, at its expense, to protect itself and any director, officer, employee, or agent of the corporation or another corporation, partnership, joint venture, trust or other enterprise against any expense liability, or loss, whether or not the corporation would have the power to indemnify such person against such expense liability, or loss under the Washington Business Corporation Act. The corporation may enter into contracts with any director, officer, employee, or agent, of the corporation in furtherance of the provisions of this Article and may create a trust fund, grant a security interest, or use other means (including, without limitation, a letter of credit) to ensure the payment of such amounts as may be necessary to effect indemnification as provided in this Article.

Section 5. Separability of Provisions. If any provision of this Article shall be held to be

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invalid, illegal, or unenforceable, for any reason, the validity and enforceability of the remaining provisions of this Article (including valid portions of paragraphs containing invalid provisions) shall in no way be affected or impaired thereby, and, to the fullest extent possible, the provisions of this Article shall be construed so as to give effect to the intent manifested by the provision held invalid, illegal or unenforceable.

Section 6. Partial Indemnification. If a claimant is entitled to indemnification by this corporation for some or a portion of expenses, liabilities or losses, but not for the total amount thereof, the corporation shall nevertheless indemnify the claimant for the portion of such expenses, liabilities and losses to which the claimant is entitled.

Section 7. Successors and Assigns. All obligations of the corporation to indemnify any director or officer shall be binding upon all successors and assigns of the corporation (including any transferee of all or substantially all of its assets and any successor by merger or otherwise by operation of law), shall be binding on an inure to the benefit of the spouse, heirs, personal representatives and estate of the director, officer, employee, or agent, and shall continue as to any claimant who has ceased to be a director, officer, partner, trustee, employee or agent (or other relationship or capacity). This corporation shall not effect any sale of substantially all of its assets, merger, consolidation or other reorganization unless the surviving entity agrees in writing to assume all such obligations of this corporation under this Article.

ARTICLE IX.

Fiscal Year

The Board of Directors shall have power to fix, and from time to time change, the fiscal year of the Corporation. The fiscal year of the Corporation shall be October 1 through September 30.

ARTICLE X.

Notices

Section 1. How Given. Whenever under the provisions of these bylaws notice is required to be given to any Director, or officer, it shall not be construed to mean personal notice, but such notice as may be given in writing, or by mail, or by electronic transmission, as hereinbefore provided, addressed to such member, officer or Director, attorney or proxy, at such address as appears on the books of the Corporation or, in default of other address, to such Director, officer or member, attorney or proxy, at the general post office in the city in which such person is located, and such notice shall deemed to be given at the time when the same be thus mailed or electronically transmitted.

Section 2. Waiver. Any Director, officer, or member may waive any notice required to be given under these bylaws.

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ARTICLE XI.

Funds and Checks

Section 1. Deposit, Withdrawal. All funds received by this Corporation in the course of its business and for its own account, shall be deposited in one or more banking accounts of the Corporation and disbursed for the purposes and requirements of the Corporation only by check or interbank fund transfer. Funds in any other account in which the Corporation may have an interest by contract or otherwise may be disbursed only by check in a manner determined by the Board of Directors.

Section 2. Execution. Drafts, checks, bills of exchange, acceptances and other instruments for the payment of money shall be signed by the Treasurer or Assistant Treasurer and countersigned by another officer as the Board of Directors shall direct, provided, that the Board of Directors shall at any time have the right to select any officer or employee of the Corporation and empower him or her to sign checks and other instruments for the payment of money.

ARTICLE XII.

Amendments

The Board of Directors shall have power to add any provision to or to alter or repeal any provision of these bylaws by the vote of a majority of all the directors at any regular or special meeting of the Board, provided that a statement of the proposed action shall have been included in the notice or waiver of notice of such meeting of the Board.

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Part IX

**IRS Form 990 for Northwest
Folklife, Fiscal year 2010-2011**

** PUBLIC DISCLOSURE COPY **

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

OMB No. 1545-0047
2010
Open to Public Inspection

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2010 calendar year, or tax year beginning **OCT 1, 2010** and ending **SEP 30, 2011**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization NORTHWEST FOLKLIFE Doing Business As Number and street (or P.O. box if mail is not delivered to street address) Room/suite 305 HARRISON STREET City or town, state or country, and ZIP + 4 SEATTLE, WA 98109 F Name and address of principal officer: LUTHER BLACK SAME AS C ABOVE	D Employer identification number 91-1311548 E Telephone number 206 684 7300 G Gross receipts \$ 1,883,967. H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) H(c) Group exemption number ▶
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 J Website: ▶ HTTP://WWW.NWFOLKLIFE.ORG/		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ L Year of formation: 1984 M State of legal domicile: WA		

Part I Summary

1	Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O.	
2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
3	Number of voting members of the governing body (Part VI, line 1a)	14
4	Number of independent voting members of the governing body (Part VI, line 1b)	14
5	Total number of individuals employed in calendar year 2010 (Part V, line 2a)	137
6	Total number of volunteers (estimate if necessary)	6000
7a	Total unrelated business revenue from Part VIII, column (C), line 12	0.
7b	Net unrelated business taxable income from Form 990-T, line 34	0.
Revenue		Prior Year Current Year
8	Contributions and grants (Part VIII, line 1h)	709,013. 855,011.
9	Program service revenue (Part VIII, line 2g)	460,519. 480,712.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	417. 0.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	69,901. 449,451.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,239,850. 1,785,174.
Expenses		
13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0. 299,403.
14	Benefits paid to or for members (Part IX, column (A), line 4)	0. 0.
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	793,867. 786,322.
16a	Professional fundraising fees (Part IX, column (A), line 11e)	0. 0.
b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 147,844.	
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f)	522,597. 709,931.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,316,464. 1,795,656.
19	Revenue less expenses. Subtract line 18 from line 12	-76,614. -10,482.
Net Assets or Fund Balances		Beginning of Current Year End of Year
20	Total assets (Part X, line 16)	60,612. 80,605.
21	Total liabilities (Part X, line 26)	88,731. 119,206.
22	Net assets or fund balances. Subtract line 21 from line 20	-28,119. -38,601.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer LUTHER BLACK, PRESIDENT Type or print name and title	Date
Paid Preparer Use Only	Print/Type preparer's name MARK T. LONG, CPA	Preparer's signature 01/18/12
	Firm's name THE MYERS ASSOCIATES, P.C.	Check if self-employed <input type="checkbox"/> PTIN
	Firm's address 520 PIKE ST, STE 1040 SEATTLE, WA 98101-2397	Firm's EIN ▶
		Phone no. (206) 623-6116

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

032001 02-22-11 LHA For Paperwork Reduction Act Notice, see the separate instructions. Form **990** (2010)
SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III

1 Briefly describe the organization's mission:
NORTHWEST FOLKLIFE CREATES OPPORTUNITIES FOR INDIVIDUALS AND COMMUNITIES TO CELEBRATE, SHARE, AND SUSTAIN THE VITALITY OF ETHNIC AND TRADITIONAL ARTS. WE DO THAT IN A VARIETY OF WAYS, MOST NOTABLY THROUGH THE PRODUCTION OF THE NORTHWEST FOLKLIFE FESTIVAL HELD

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
If "Yes," describe these changes on Schedule O.

4 Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 1,497,938. including grants of \$ 299,403.) (Revenue \$ 928,808.)
NORTHWEST FOLKLIFE IS A YEAR-ROUND ORGANIZATION THAT, SINCE 1972, PRODUCES ONE OF THE LARGEST AND MOST VIBRANT, FREE, COMMUNITY ARTS CELEBRATIONS IN NORTH AMERICA, THE ANNUAL NORTHWEST FOLKLIFE FESTIVAL.

THE FOUR-DAY FESTIVAL, MANAGED BY A SMALL STAFF PLUS A DYNAMIC FORCE OF OVER 900 VOLUNTEERS, PROVIDES OPPORTUNITIES FOR MORE THAN 6,000 PERFORMERS TO CELEBRATE THEIR DIVERSE CULTURES. THE FESTIVAL FEATURES TWENTY FIVE VENUES FOR PROGRAMMING AND PARTICIPATORY EVENTS AND HOSTS UP TO 250,000 ATTENDEES ANNUALLY.

**THE ORGANIZATION ALSO PRODUCES:
THE FOLKLIFE PRESENTS SERIES - SMALL CONCERTS IN INTIMATE SETTINGS**

4b (Code:) (Expenses \$ 10,150. including grants of \$) (Revenue \$)
RHYTHM AND MOVES - AN AFTER-SCHOOL PROGRAM THAT BRINGS MASTER INSTRUCTORS TO LOCAL SEATTLE SCHOOLS TO TEACH DRUMMING, SINGING, AND DANCING TO MIDDLE- AND HIGH-SCHOOL STUDENTS.

4c (Code:) (Expenses \$ 1,772. including grants of \$) (Revenue \$ 1,355.)
ROOTS AND BRANCHES - RECORDINGS OF PERFORMANCES AT THE NORTHWEST FOLKLIFE FESTIVAL AND OTHER FOLKLIFE EVENTS MADE AVAILABLE THROUGH DOWNLOADS ONLINE OR THROUGH CD SALES.

4d Other program services. (Describe in Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **▶ 1,509,860.**

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response to any question in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee			
KAREN G. ANDERSON PRESIDENT	6.00	X		X			0.	0.	0.
LUTHER F. BLACK, PHD BOARD MEMBER	1.00	X					0.	0.	0.
ROSS BRAINE BOARD MEMBER	1.00	X					0.	0.	0.
KIM CAMARA BOARD MEMBER	1.00	X					0.	0.	0.
RAFAPHEL MASLAN BOARD MEMBER	1.00	X					0.	0.	0.
DON MORGAN TREASURER	4.00	X		X			0.	0.	0.
IRENE NAMKUNG BOARD MEMBER	1.00	X					0.	0.	0.
HARVEY NIEBULSKI, MD BOARD MEMBER	1.00	X					0.	0.	0.
MARGO REICH IMMEDIATE PAST PRESIDENT	1.00	X		X			0.	0.	0.
MICHAEL RICHARDSON VICE PRESIDENT	1.00	X		X			0.	0.	0.
KAREN SHAW BOARD MEMBER	1.00	X					0.	0.	0.
SUE SONGER BOARD MEMBER	1.00	X					0.	0.	0.
ANN SUTER SECRETARY	1.00	X		X			0.	0.	0.
JOHN ULLMAN BOARD MEMBER	1.00	X					0.	0.	0.
ROB TOWNSEND EXECUTIVE DIRECTOR	40.00			X			75,005.	0.	6,019.
DAVE CLELLAND ACCOUNTING MANAGER (PART YR)	24.00			X			6,366.	0.	0.
JENNIFER FARR (PART YEAR) FINANCE MANAGER	24.00			X			42,454.	0.	0.