

COUNTYWIDE CULTURAL POLICY STRATEGIC PLAN



The Guardians at Earvin "Magic" Johnson Park in Willowbrook by Carla Jay Harris.



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INTRODUCTION

The purpose of the Countywide Cultural Policy is to foster a culture that values and celebrates arts, culture, and creativity; strengthens cultural equity and inclusion; and leverages arts and culture in County programs, services, and strategies, to achieve the highest potential of individuals and communities.

The Cultural Policy provides direction and guidelines for the County and its departments to ensure that every resident has meaningful access to arts and culture, and sets forth three main goals:

1. Invest in cultural infrastructure and access to arts and culture.
2. Advance arts and culture in every sector of civic life.
3. Promote cultural equity, diversity, inclusion, and belonging.

By linking arts and culture to County plans, initiatives, and practices, the Cultural Policy can serve as not only a roadmap to increasing cultural equity in the arts but as a vehicle for advancing anti-racism and equity across all policy areas.

Arts and culture play a vital and often undervalued role in supporting positive outcomes across human, community, and economic development. From arts education for young people to arts programming for senior citizens, studies have shown that the arts make lives better and improve cognitive skills. Increased cultural resources in communities correlate with better outcomes in educational attainment, public safety, and health. The arts can bring people together across demographic, economic, and social lines; build empathy; and are fundamental to a democratic society. They are also core to the creative economy; according to the Otis 2021 Report on the Creative Economy, the creative industries accounted for 9% of the LA County region's total employment and are a major driver of our economic prosperity.

Los Angeles County is recognized as an arts leader and has invested meaningfully in arts and culture for more than a century, including through its County-owned cultural venues, grants for community-based organizations, and civic artworks. However, there is more work to be done to advance cultural and racial equity, and to increase access to the arts and its many benefits for all residents. With the progress of the Cultural Equity and Inclusion Initiative and the creation of the Los Angeles County Department of Arts and Culture, a shift in the way Los Angeles County invests in arts and culture is underway, with a focus on providing more support for the region's diverse cultural ecosystem and community-based arts organizations and a deepening understanding of the power of the arts as a strategy for public policy, positive social change, anti-racism, and equitable outcomes. The strategies, recommendations, and ideas included in this Strategic Plan set forth a roadmap for how the County can begin to implement its Cultural Policy and substantially invest in arts, culture, and creativity for all its communities.

Embodied at L.A. County Hall of Justice in Downtown Los Angeles by Alison Saar.



CULTURAL EQUITY AND INCLUSION INITIATIVE BACKGROUND

In April 2017, the Los Angeles County Department of Arts and Culture (formerly operating as the Los Angeles County Arts Commission) released a report on the Cultural Equity and Inclusion Initiative (CEII), an 18-month public process that led to the development of 13 recommendations for the LA County Board of Supervisors to ensure that everyone in LA County has equitable access to arts and culture, and to improve inclusion in the wider arts ecology for all residents in every community.

In June 2017, the Board of Supervisors approved two motions to fund five of the recommendations, one of which was to establish a Countywide Cultural Policy rooted in equity, diversity, inclusion, and access that would advance the gains made through the CEII process and would serve as a roadmap for how all LA County departments can contribute to the cultural life of the region. The Cultural Policy positions LA County as a national arts leader in advancing cultural equity and inclusion in every sector of civic life.



Creative Strategist Clement Hanami and a display of his project, developed with the Department of Public Health's PLACE Program for the Vision Zero Initiative, at the Woodcrest Library. Photo by Monica Almeida.

COUNTYWIDE CULTURAL POLICY

The Cultural Policy provides direction for Los Angeles County and its departments to ensure that every resident of the County has meaningful access to arts and culture. The intent of this policy is to foster an organizational culture that values and celebrates arts, culture, and creativity; strengthens cultural equity and inclusion; and leverages arts and culture in strategies to achieve the highest potential of communities across all aspects of civic life. All County departments will strive to provide services, allocate resources, and operate facilities in a manner that supports cultural equity and ensures that all individuals and communities can participate fully and equitably in cultural life through the arts.

3 MAIN GOALS TO ACHIEVE VISION

Invest in cultural infrastructure and access to the arts	Advance arts and culture across every sector of civic life	Promote cultural equity, diversity, inclusion, and belonging
<p>Invest in infrastructure that supports artists and cultural organizations to ensure access to the arts for all</p> <p>Expand equity-focused investments for community-based organizations, particularly for historically marginalized and low-income communities, and communities of color</p> <p>Diversify support to include facilities, land use, funding, and policies, and identify ways that each department can contribute</p>	<p>Foster cross-sector and interdepartmental collaboration to leverage arts and culture as a County strategy by:</p> <ul style="list-style-type: none"> ensuring equity and access to quality arts education and creative learning incorporating arts, culture, and creative placemaking in equitable development and sustainability stimulating an inclusive creative economy with access to career pathways integrating civic art and design in public spaces, transit, and infrastructure including arts-based strategies in criminal justice reform and child welfare promoting cultural exchange, cultural heritage, and diplomacy through the arts utilizing the arts to support health, address trauma, and promote healing and well-being for all <p>Assess the impact of County land use and development plans to limit displacement and support cultural resources</p> <p>Include arts and culture in Countywide strategic plans and initiatives</p> <p>Incorporate arts and culture in County community engagement practices</p>	<p>Acknowledge Indigenous Peoples as traditional stewards of this land at County public events and ceremonial functions and celebrate the contributions of culture bearers and traditional arts practices</p> <p>Incorporate arts and culture in County employee engagement, initiatives, and training, and in County facilities to create inclusive civic spaces</p> <p>Encourage and continue to expand cultural equity, diversity, inclusion, and access in the region's cultural sector, and increase coordination across County-owned cultural venues</p>

HOW WE DEVELOPED THIS PLAN

To develop the Cultural Policy, the Department of Arts and Culture used a multi-phased approach, intentionally seeking input from a diverse group of individuals, policy advisors, nationally recognized experts, the Board of Supervisors, County leadership, Arts Commissioners, CEII Advisory Committee members, and the broader LA County arts and culture community.

On June 23, 2020, the Board approved a motion by Supervisors Hilda L. Solis and Sheila Kuehl to adopt the Cultural Policy and directed the Department to report back on next steps. In order to understand the potential impact of the Cultural Policy, the Department sought a baseline of knowledge of where County arts and culture resources are currently allocated. Additionally, a Strategic Plan was needed to implement the vision of the Cultural Policy. On June 28, 2021, the Board approved funds to perform an Arts and Culture Needs Assessment and directed the Department of Arts and Culture to lead development of a Cultural Policy Strategic Plan.

The Department began work on the Needs Assessment, engaging a consultant. Concurrently, the Department worked with the Arts Commissioners and the Cultural Equity and Inclusion Initiative Advisory Committee, which is a standing committee of the Arts Commission, to develop a set of actionable strategies for the implementation of the Cultural Policy. To develop the strategies in the plan, the Department began with the initial set of 13 CEII recommendations and input from community members shared during the CEII process in 2016, and reviewed strategies and ideas that emerged from the development of the Cultural Policy in 2019. In June and September 2021, the CEII Advisory Committee convened to review the remaining unfunded original CEII recommendations and to develop new strategies for the Department to consider. In December 2021, a condensed list of 29 strategies were developed and presented to the CEII Advisory Committee and others, including staff, for feedback. In January 2022, the strategies were released on the Department's website and shared widely for public comment. More than 670 people from the arts and culture field and the general public participated to provide direct input on their priorities for the Strategic Plan. Additionally, arts advocacy organizations, artists, arts service organizations, municipal arts agencies, and grantees provided feedback.

A word about racial equity. Shortly following the 2020 adoption of the Cultural Policy, the Board of Supervisors adopted its landmark Anti-Racist Los Angeles County Policy Agenda. While the word "anti-racism" was not used in the Cultural Policy, the Department of Arts and Culture recognizes that cultural equity and racial equity are interconnected, and that racial equity must be addressed to achieve a vision of cultural equity. The development of this plan and the implementation of the Cultural Policy is intended to contribute to the County's anti-racism, diversity, and inclusion goals.

More information on the development of the Cultural Policy and the strategies can be found by visiting lacountyarts.org/CEIICulturalPolicy.

CULTURAL POLICY STRATEGIES PUBLIC COMMENT

TOP FIVE STRATEGIES COUNTYWIDE AND BY COUNTY SUPERVISORIAL DISTRICT

STRATEGY	COUNTY WIDE	SD1	SD2	SD3	SD4	SD5
Total number of commenters	672	132	119	122	73	144
Equitable Access to Arts Education	28.6%	19.7%	31.9%	31.1%	30.1%	34.0%
Grants to Organizations Serving Diverse Communities	22.9%	32.6%	21.0%	19.7%	21.9%	21.5%
Establish the Free Concerts in Public Sites Program	20.7%	17.4%	19.3%	24.6%	19.2%	20.8%
Creative Career Pathways for Youth	18.9%	19.7%	19.3%	14.8%	20.5%	18.8%
Expand the Community Impact Arts Grant Program	15.8%	18.2%		16.4%		17.4%
Parks and Libraries Arts Partnership					23.3%	
Artists Working Cross-Sector to Address Social Problems				14.8%		
Arts and Justice Reform			15.1%			

Bold = in the top five in all five districts

Top strategy in each column highlighted



WHAT IS CULTURAL EQUITY?

The Cultural Policy defines cultural equity as the values, policies, and practices that ensure all people—including but not limited to those who have been historically underrepresented or marginalized based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion—are represented in the development of policy and the fair and equitable distribution of cultural resources. Cultural equity utilizes a strengths-based approach such that diverse forms of artistic and cultural expression are represented and supported, and existing cultural organizations, artists, communities, and artistic practices are valued.

ARTS AND CULTURE LANDSCAPE IN LOS ANGELES COUNTY

Los Angeles County's arts and culture ecosystem includes a wide array of cultural venues, nonprofits, commercial businesses, art schools, artists, and collectives, spanning every artistic discipline and budget size from grassroots to multi-national corporations. It is home to one of the nation's largest creative hubs with deeply rooted arts and cultural traditions, globally significant arts and creative industries, and a burgeoning arts sector that continues to grow with new organizations, greater advances in cultural infrastructure, and evolving needs. Before the pandemic, more than 3,500 nonprofit arts organizations existed within its borders, including more than 220 museums, 275 art galleries, 330 theaters, and 400 music venues. Some have multimillion-dollar budgets and large endowments; some are owned and operated through public-private partnership models; and some others are entirely volunteer-run community-based organizations. The County invests in the region's arts and cultural sector through the Department of Arts and Culture and through its County-owned cultural venues and departments including the Los Angeles County Museum of Art, Natural History Museum of Los Angeles County, The Music Center, Hollywood Bowl, Ford Theater, and LA Plaza de Cultura y Artes. This ecosystem includes the thousands who staff arts and culture nonprofits, teaching artists working in all grades in nearly all schools, and more than 150,000 working artists who live in Los Angeles County. In fact, Los Angeles has been called "America's artist super city," home to more working artists than any other major metropolitan area in the United States.

In Los Angeles, where more than 220 languages are spoken, our communities have distinctive cultures, identities, and characteristics. The County's incredible size and diversity is its key cultural asset and prior to the pandemic, arts and culture events took place every day in community centers, places of worship, parks, libraries, and on streets. The Department's arts and culture grantees reported annual visitors at nearly 10 million and a survey of approximately 500 arts nonprofit organizations in the County reported 13.5 million annual visitors. This represents a significant return on investment for the County in the number of audiences served and the ability of grantees to leverage grant funding for community benefit.

The 2022 Otis College Report revealed that the creative economy was responsible for a total gross regional product impact (GRP) of \$687.6 billion in 2020—the equivalent of roughly 23 percent of California's GRP. But COVID-19 impacts on fine and performing arts, entertainment and digital media, architecture, fashion, and creative goods were considerable, with a decrease of 85% in creative employment from 2007 levels in Los Angeles County. The fine and performing arts struggled the most, with the pandemic closing concert venues, cultural centers, and exhibition spaces. The sector lost a number of the jobs it gained in the past few years, with over 18,000 jobs lost across the state from 2019 to 2020.

The arts sector was among those first hit with programming and event cancellations as well as venue closures, and it will be among the last of all businesses to return to full operations. Our field is resilient. Faced with adversity, artists and organizations innovated and found ways to continue to work, pivot to digital program delivery, and connect communities to the hope, calm, joy, and healing that the arts can offer amidst uncertainty and tragedy. But it will take new and ongoing investments in arts and culture to address the devastating impacts of the pandemic, support our shared recovery, and ensure an equitable, sustainable, accessible, and thriving arts and creative sector. This plan provides an opportunity to build on relief and recovery efforts with new ongoing investments over time that recognize arts and culture as integral to healthy communities, economic prosperity, belonging, and quality of life for all.



Photo courtesy of Jazz Bakery.



ADVANCING CULTURAL EQUITY

Arts and culture are foundational to quality of life for vibrant and resilient communities. The arts reflect our County's rich cultural heritage and foster respect for the diversity of beliefs, values, and experiences of residents. Los Angeles County has a long history of recognizing the value of arts and cultural experiences and supporting a civic core of County-owned cultural venues and departments. It is now at the forefront of diversity, cultural equity, and inclusion in the arts. Following the adoption of the LA County Cultural Equity and Inclusion Initiative (CEII), the Board of Supervisors transformed the long-standing Arts Commission to the new Department of Arts and Culture in 2019, and positioned itself to ensure that the benefits of arts and culture are integrated into all aspects of civic life, from how nonprofits serve communities, to how young adults access creative careers, to how children learn in school. The Board adopted the Countywide Cultural Policy, Arts and Justice Reform Plan, and the update to the Arts Education Regional Blueprint in 2020. They restored COVID-19 related curtailments to flagship Department programs and transitioned the equity-centered Community Impact Arts Grant program from a temporary pilot to a permanent, ongoing program. Cumulatively, these investments are making strong inroads to cultural and racial equity and serve as local, national, and international models.

Yet despite these achievements, there is more work to be done. Due to historic and systemic inequity, not all artists, arts organizations, cultural workers, and communities have equal access to opportunities, recognition, and resources. The nonprofit arts workforce does not yet reflect the population of the County as a whole. According to a 2019 demographic survey from the Department, nearly 60% of the arts workforce (which includes staff, board members, contractors, and volunteers) is white. In 2021, another Department report found pay disparities between entry-level workers at museums throughout the County, with white workers earning significantly more than those identifying as people of color. Studies have shown that nonprofit arts organizations with budgets less than \$5M are challenged by structural inequity and are chronically underfunded. These organizations are a large part of the LA County arts ecosystem and comprise the majority of the Department's grantees. Many reflect and serve our communities of color and our rural, disability, low-income, and other communities that have been historically marginalized. Many steward the artistic and cultural expression of communities of color that contribute to LA County's rich diversity and are overdue for increased recognition, visibility, and funding. These are a few examples of gaps and systemic inequities that highlight the need for long-term, Countywide leadership to advance cultural equity and inclusion.

The strategies proposed in this Strategic Plan, combined with partnerships the Department is developing with sister County departments, will accelerate this work and begin to realize the vision of the Board of Supervisors to ensure that all County residents have equitable access to the arts. As the County approaches nearly 75 years of expanding arts access, aligns all of its services with an anti-racism agenda, recovers from the pandemic, and seeks to build sustainability and cultural equity in the years leading up to the 2028 Olympics and beyond, it can invest in arts and culture to boldly advance our region's human, community, and economic development.

LA COUNTY'S COMMITMENT TO INVESTING IN THE ARTS

Though over the last five years, the County has prioritized investing in and increasing access to arts and culture, there is room for growth. Americans for the Arts tracks investments by local government in arts and culture by comparing the budgets of local arts agencies across the nation. As the Per Capita Chart shows (page 13), Los Angeles County increased its per capita funding by 76 cents from 2018 to 2019. This increase can be attributed to four of the five Cultural Equity and Inclusion Initiative recommendations that received funding of just over \$1M in the 2017-18 fiscal year and creating the new Department of Arts and Culture. To advance the goals of the Cultural Policy, the Department plans to track the County's investments in arts overall, as well as to track its funding and resources over time, to include dollars, per capita funding, and how investments are distributed by geography and demographic communities served, benchmarked against data analyzed as part of the Arts and Culture Needs Assessment. A snapshot of data from four of the Department of Arts and Culture's programs (see map on page 14) show that current investments reach the vast majority of the County. However, increased funding would allow for greater access to the arts Countywide and deeper investments in communities most impacted by systemic inequity.



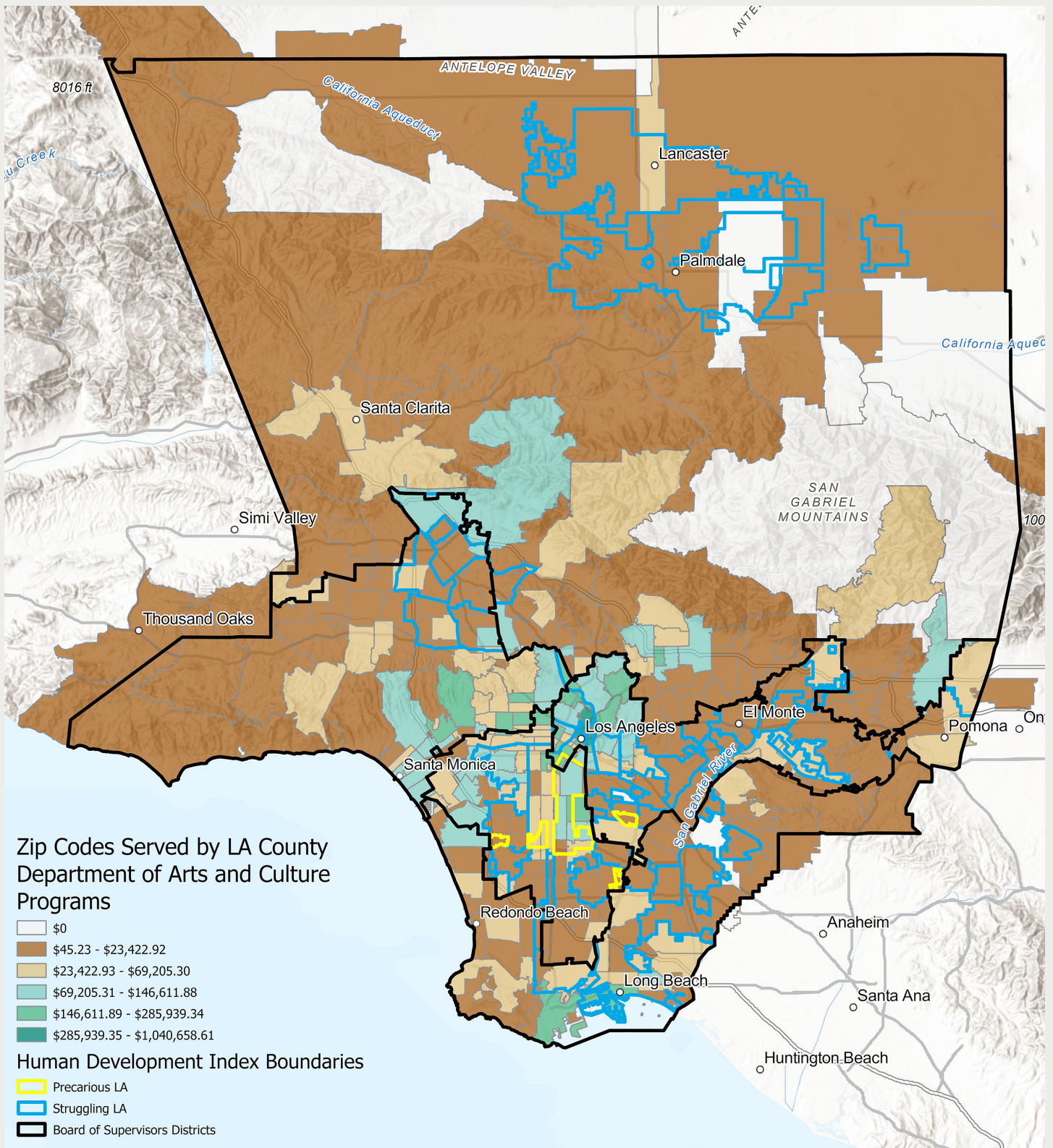
Artist Suzy Taekyung Kim paints the Canopy of Blooms mural, now displayed at the Department of Mental Health headquarters in Los Angeles. Photo by Suzy Studio.

NATIONAL COMPARISON

PER CAPITA LOCAL GOVERNMENT INVESTMENTS IN LOCAL ARTS AGENCIES IN 2019



Sources: Americans for the Arts' 2020 Profile of Local Art Agencies and 2020 US Census



This map highlights the 300 zip codes served by annual County of Los Angeles arts and culture programs including the Arts Internship Program (2021), Free Concerts in Public Sites Program (2021), Organizational Grants Program (OGP) cycles 2017-18 and 2018-19, and Community Impact Arts Grants program (2017-18), totaling \$11,643,292 to 511 organizations and music groups. All data mapped show one cycle of programming. OGP provides two-year grants to LA County arts and culture nonprofit organizations; grantees in cycle 2017-18 are distinct from those in cycle 2018-19. These funding years were chosen because they are the most recent full years when in-person programming took place. Organizations may serve community members in their zip code, in multiple zip codes, or across the region. If arts and culture programming takes place in multiple zip codes, the funding amount is divided equally among the zip codes served.

Board of Supervisors districts are outlined in black. Outlined in yellow and blue are communities with the greatest need as measured by health, education, and earnings outcomes in the American Human Development Index (AHD). To learn more about the AHD in Los Angeles County, visit measureofamerica.org/los-angeles-county.

STRATEGIC PLAN STRATEGIES

This Strategic Plan proposes actionable strategies that the County can activate to advance the goals of the Cultural Policy and increase the County's investment in arts and culture over time. Of the following set of 18 strategies, these five garnered the strongest support from the public across all five supervisorial districts: Support School Districts to Advance Equity in Arts Education, Expand Grants to Organizations Serving Diverse Communities, (Re)Establish the Free Concerts in Public Sites Program, Creative Career Pathways for Youth, and Expand the Community Impact Arts Grant Program. The strategy that received the most support from CEII Advisory Committee members was Expand Grants to Organizations Serving Diverse Communities. Other priorities for this group that are included in the final 18 strategies are Expand Arts Programming in Parks and Libraries, Investing in Arts Communications Infrastructure, Recognize American Indian and Alaska Native Communities, and Support Cultural Anchors and Districts Across the County.

Three of the 18 strategies would require further research and development to inform implementation, while eight of the strategies would introduce new programs and methods for realizing the Cultural Policy. The remaining seven strategies would either restore, make sustainable, or expand upon existing work being done by the Department. Several strategies would allow for collaboration between the Department and other County cultural and non-arts departments and entities. Significant funding of the strategies in the plan would propel the County's rank among its peers across the nation as a leader in per capita arts spending, to the benefit of County residents.

The 18 strategies in this plan are thematically organized by the social or policy issue that they seek to address: Economic Opportunity and Development, Community Services Investment, Youth Development, and Build County Cultural Infrastructure. Each recommended strategy would create new or expand existing programs and, as such, would require additional staff and more funding. The staffing needs identified in the Strategic Plan assume that the Department's Fiscal Year 2022-23 budget request is funded through the County's budget process; this would stabilize the current work of the Department. Staffing needs could increase dependent upon which strategies are funded by the Board of Supervisors and whether the Department's current workload is stabilized.

ARTS AND CULTURE ARE FOUNDATIONAL

TO QUALITY OF LIFE FOR VIBRANT AND

RESILIENT COMMUNITIES



Photo courtesy of Independent Shakespeare Company.

ECONOMIC OPPORTUNITY AND DEVELOPMENT

1. Expand Grants to Organizations Serving Diverse Communities:

The Department of Arts and Culture’s flagship Organizational Grants Program (OGP) provides critical support and stability to arts and culture nonprofit organizations, including those that have been historically or are currently underfunded and under-resourced, such as those that represent communities of color; low-income, LGBTQ, and disabled communities; and other communities experiencing barriers to participation in the arts. Grantees provide County residents with increased access to quality arts and culture programming and positively impact residents, neighborhoods, and communities. Grantees range from museums; dance, music, and theater organizations; and film, literary, and arts education and arts service organizations. They are also predominately micro, small, and mid-sized budget community-based organizations that provide free, accessible, and culturally diverse and representative programming to many underserved and marginalized communities, which face systemic inequity in arts funding in the U.S. By funding OGP grants, the County begins to move the needle on inequity fieldwide.

Grants support the nonprofit sector of the creative economy, many in the fastest growing segment of fine and performing arts, and a growing workforce of approximately 26,000. Data shows approximately 500 of these arts nonprofits in LA County provide programming that serves 13.5M visitors every year (pre-COVID), a significant return on the County’s investment. As such, they are the County’s partners in community-based arts access and in reflecting inclusion of our region’s diverse cultural heritage and art forms. This strategy would double OGP funding and add staff to support grant administration and operations. The OGP budget has remained flat for over a decade. The proposed increase would address heightened pressure on OGP funds resulting from significant growth of the sector (from 350 in 2014 to 450 in 2020) and economic inflation that has gradually chipped away at the impact of grant amounts, and further stabilize and capitalize small- and mid-size organizations that are a cornerstone of the County’s arts sector.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$4.5 M	Ongoing: \$220,000	See Appendix B for funding scenarios for doubling OGP over three, four, and five years
One-Time: \$50,000	1 Manager, Arts and Culture	

2. Expand Professional Development Programming:

Providing professional development programming and technical assistance to the arts field is a critical activity of the Department of Arts and Culture. Professional development and technical assistance grow the capacity of arts in the county’s arts and cultural field and support participants’ ability to access funding, resources, and commissioning opportunities from the county, state, and federal governments and philanthropy. This strategy will expand professional development, technical assistance, capacity building, and training opportunities for individual artists, arts organizations, teaching artists, school district staff, municipal arts agencies, and creative professionals. Expansion may include programs and initiatives on a range of vital topics including marketing, portfolio design, leadership, cultural equity and anti-racism in the arts, nonprofit and arts business management, budgeting,

grant applications, emergency management, navigating government partnerships and cross-sector work, networking and resource sharing, support to attend conferences and forums, and other technical assistance and toolkits. Increasing resources and staff support will result in reaching more participants, building the capacity of the field more equitably, and providing content that continues to respond to the ever-shifting needs of the field. This strategy supports the Department’s leadership role as a convener of the region’s arts sector, including developing a new LA County Creative Cities Network to annually convene the 88 municipalities, municipal arts agencies, and unincorporated areas to share about programs, resources, opportunities, research data, promising practices, and other updates, to build infrastructure at the local municipal level in areas that need it most.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$350,000	Ongoing: \$350,000 1 Sr. Program Associate 1 Program Associate	\$700,000



YES to ADU workshop event, in collaboration with Big City Forum at AC Bilbrew Library. Photo by Iris Regn.

3. Expand Support to Local Artists to Create Inclusive Civic Spaces:

The Department of Arts and Culture’s Civic Art Division commissions artists to create socially engaged civic artworks, supports and coordinates conservation of the County’s Civic Art Collection, and provides artistic and cultural services and dynamic programming throughout Los Angeles County. The division’s programs also provide job opportunities and visibility for individual artists that are part of the backbone of the creative economy. This strategy will launch a new Art Purchase Program that will expand support to local emerging artists and create more access points to underrepresented artists. Through the program, the Civic Art Division will purchase artworks as part of County capital projects and facilities reinvestment projects and coordinate the loan and rotation of these artworks to be featured in County facilities. The program will expand

opportunities for a broader diversity of artists than are typically engaged for full-fledged civic art commissions. Exhibiting these art works in County sites will support a creative, inclusive, healing, and inviting environment for the County workforce and the public, and will reflect our region’s artistic and cultural diversity. Purchased artworks will be installed and displayed in County sites, and when necessary, stored in a safe and fully climate-controlled artwork storage facility and conservation studio managed by the Department of Arts and Culture. The facility will also safely store the County’s growing collection of civic art archival materials, protecting Los Angeles County’s civic art assets.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$750,000	Ongoing: \$540,000	\$1.29 M
One-Time: \$750,000 (est. renovation of existing County building into artwork storage facility and conservation studio)	2 Sr. Program Associates 1 Program Associate	

4. Expand the Community Impact Arts Grant Program:

Research conducted by the Department of Arts and Culture has shown that the Community Impact Arts Grant program (CIAG) is an effective way to reach communities with less access to arts nonprofits, particularly when funding non-arts organizations that serve communities of color; low-income, LGBTQ, and disabled communities; and other communities experiencing barriers to participation in the arts. Building on lessons learned from previous

grant cycles, this strategy would grow the CIAG program to a \$1M annual allocation and dedicate a staff person to manage the program. When the program was initially launched as a pilot in 2014, it was not accompanied by an ongoing staff position. With the transition of CIAG from pilot to a permanent program in 2020, the Department requires a staff member exclusively assigned to this portfolio of grantmaking.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$250,000	Ongoing: \$190,000	\$440,000
	1 Sr. Program Associate	

5. Neighborhood Bridges: Expand Grassroots Arts and Cultural Programming in Communities: LA County consists of 88 municipalities with diverse arts and culture needs and approaches. The majority of cities in the region do not provide grant funding for the arts, although they often have a closer connection and deeper knowledge of local artists and collectives in their areas. While the Department of Arts and Culture’s Organizational Grant Program provides support to over 400 nonprofit arts organizations, it does not support artists or collectives that are not doing business as nonprofits or fiscally sponsored organizations. This strategy would implement a LA County grant program to provide matching funds for re-granting to collectives, traditional and folk artists, and individual

artists, especially those from communities of color; low-income, LGBTQ, and disabled communities; and other communities that are under-represented in the arts. To launch the strategy, the Department would engage a consultant to assess the existing capacity of the County’s 88 municipalities and recommend the most effective and cost-efficient model for reaching the intended beneficiaries, supporting local community-based and grassroots arts activity, furthering equity, and leveraging additional non-County resources. The Department recommends \$1M in ongoing funding to begin an implementation pilot following the assessment.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$1 M	Ongoing: \$380,000	\$1.38 M
One-Time: \$250,000 (consultant)	1 Manager, Arts and Culture 1 Program Associate, Arts and Culture	



CELEBRATE THE DIVERSITY OF THE REGION AND

HIGHLIGHT THE CONTRIBUTIONS OF THOSE WHO

HAVE BEEN HISTORICALLY EXCLUDED

Photo courtesy of TeAda Productions.

COMMUNITY SERVICES INVESTMENT

6. (Re) Establish the Free Concerts in Public Sites:

The Free Concerts in Public Sites program has provided funding to support free concerts in community settings for decades, building on the origins of the Department of Arts and Culture as the County’s Music Commission in 1947. Music, free concerts, and festivals of all kinds are among the most accessible forms of arts programming, and provide opportunities to bring joy, reflect diverse local culture, and expose communities to new arts groups. This strategy would re-launch the LA County Free Concerts in Public Sites program and make it permanent through an ongoing allocation of general fund dollars. The program would fund artist fees and production and promotional costs – to help ensure concerts are successfully programmed and well attended – at parks, libraries, beaches, community

centers, street festivals, cultural venues, plazas, and other public sites. Sites will be selected based on equity and capacity to host and produce concerts, as assessed through a competitive application/solicitation process. The program will prioritize cultural equity goals by expanding free access to quality community-based arts; presenting diverse artistic talent, genres, and artforms; and siting programming in geographic areas with the highest need as identified by the Arts and Culture Needs Assessment. LA County Departments, cultural institutions, municipalities, nonprofit arts organizations, and other presenters of free concerts will be eligible to apply for funding. The Program would include production support and technical assistance.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$750,000	Ongoing: \$190,000 1 Sr. Program Associate	\$940,000



Parks After Dark concert at Roosevelt Park. Photo by Alex Gillman

7. Invest in the County’s Community-Based Cultural Assets and Create the Los Angeles County Mural Program:

Commissioning civic art in public capital projects creates spaces that are inviting, engaging, and reflective of the diverse public that the County serves. As the County continues to develop and grow its collection of community-based civic-engaged artworks, care and maintenance of that collection is also critically important to ensure that artistic and cultural assets held in the public trust are safe and visible, and that they continue to represent the histories and perspectives of the communities where they are located, many of which have suffered erasure due to systemic and structural inequity. This strategy would establish the Community Cultural Asset Investment Fund, which would dedicate resources to the preservation and maintenance of artworks in the collection, including emergency repair, conservation, and restoration of public art, and would support the ongoing Civic Art Collection inventory and assessment of conservation needs. This fund would also support artist collaborations,

community workshops, and apprenticeship opportunities for emerging artists and conservators, particularly for persons of color and persons with limited access to museum or private conservation opportunities. This strategy will also pursue passage of the Countywide Mural Ordinance and establish the Los Angeles County Mural Program. LA County is a long-heralded region for mural artistry. This new program would stimulate and support mural activity as community assets, and as part of creative placemaking, place-keeping, and community identity. The Mural Ordinance and Mural Program will result in guidelines and a process to protect murals and muralists throughout the unincorporated areas of LA County. The program will provide funding to assist artists with fees associated with permitting of murals. It will also support the mural ecosystem by engaging muralists, property owners, community stakeholders, educators, technicians, conservators, and preservationists.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$400,000 (encroachment fees, database, conservation)	Ongoing: \$350,000	\$750,000
One-Time: \$150,000 (consultant to assess mural assets)	1 Sr. Program Associate 1 Program Associate	

8. Expand Arts Programming in Parks and Libraries:

In complement to the arts nonprofit sector, LA County parks and libraries create a vast network of infrastructure, resources, and opportunities where arts programming can reach communities that are the least resourced. In many cases, arts programming in County parks and libraries is already taking place, though it is inequitably distributed and without adequate funding to sustain programming at a frequency that is desired by communities. This strategy would provide funding to increase access to diverse arts and cultural programming Countywide, particularly in communities in areas of LA County with the least arts programming as identified by the Arts and Culture Needs Assessment and that are historically underserved, low

income, or under represented. This strategy could include a new Cultural Partnerships grants program funding one-year residencies for arts organizations and collectives at select LA County park and library sites, a program to create a corps of teaching artists to provide classes for park and/or library users, and a LA County Library Artist Fellowship to support projects that focus on the library’s special collections (such as the American Indian, Asian, Black, and Chicano resource center collections), celebrating the diversity of the region and highlighting the contributions of people and communities whose histories have been excluded, precluded, or erased. With dedicated support, additional opportunities may be discovered and grow over time.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$1 M	Ongoing: \$190,000 1 Sr. Program Associate	\$1.19 M

9. Support Cultural Anchors and Districts Across the County:

The County provides annual funding to County-owned cultural institutions to support their operations and maintenance of their buildings. These cultural institutions leverage this operational support to raise funds from private philanthropy to support programming and services to County constituents, while serving as anchors for tourism and the creative economy. This strategy would create a grant fund to extend this kind of ongoing operational support to other legacy cultural organizations so that they may also receive the benefits of increased stability and program investment. The Department of Arts and Culture would identify at least one legacy cultural organization with

deep ties to their community to recognize as an anchor arts institution. Each anchor institution would be provided with additional County funding to increase accessibility to arts and culture for the residents of the County and support the role of arts in creative placemaking, place-keeping, civic engagement, and equitable community development. This strategy would also provide grants to support place-based arts activities and civic art in naturally occurring and formally designated cultural districts, transit-oriented districts, cultural hubs, and/or in each of the County’s 16 regions. The program would also serve to build capacity of the arts field and communities toward future designations of California state cultural districts in LA County.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$1.3 M	Ongoing: \$190,000 1 Sr. Program Associate	\$1.49 M

**YOUTH SHOULD ENGAGE IN THE ARTS ALL YEAR, EVERY
YEAR, BECAUSE THE ARTS ARE FUNDAMENTAL
TO HUMAN GROWTH AND DEVELOPMENT**

2015 Arts Education Summit: Building Momentum in LA County at the Skirball Cultural Center
in Los Angeles. Photo by Gennia Cui.



YOUTH DEVELOPMENT

10. Support School Districts to Advance Equity in Arts Education: The Department of Arts and Culture’s Arts Education Division advances the vision of the Board-adopted LA County Regional Blueprint for Arts Education—that every young person in LA County engages in the arts all year, every year, because the arts are fundamental to human growth and development. The Arts Education Division coordinates the LA County Arts Education Collective, a national model of collective impact in arts education that is comprised of a broad coalition of partners including the LA County Office of Education, school districts and charter school networks, arts organizations, teaching artists, educators, philanthropists, other County agencies, and advocates, all united in a regional effort to advance arts education in schools and in communities. The Advancement Grant program offers flexible matching grants to support school districts that are committed to providing quality arts education. Grant funds assist school districts in achieving

key action items in their district arts projects that align plans, helping districts invest in launching or expanding goals, and cultivating skills and practices that can be sustained beyond the term of the grant. Funds are used to provide arts instruction for students who have been historically underserved, support teacher professional development, write curriculum, coordinate instruction across schools, collaborate with cultural partners, purchase new or repair/replace broken instruments and equipment, and advance other strategic plan goals. School districts receive priority for funding based on equity needs. The Advancement Grant program and the staff that administers it is underwritten by philanthropic support and is subject to significant fluctuations in available funding. This strategy would stabilize and make permanent this long-standing program by providing County funds to match philanthropy’s contributions, increasing the size of grants provided to school districts, and creating a stable source of funding for the County staff that administers the program.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$850,000	Ongoing: \$190,000 1 Sr. Program Associate	\$1.04 M



Photo courtesy of Santa Monica Youth Orchestra.

11. Creative Career Pathways for Youth: The Department of Arts and Culture’s Creative Career Pathways for Youth (CCPY) initiative is working to develop pathways that prepare youth for careers in the arts and creative industries. CCPY is part of the wider Cultural Equity and Inclusion Initiative (CEII), and its purpose is to ensure access for youth of color; current and former foster youth; youth who are LGBTQ, disabled, on probation, or from low income households, as well as others who experience barriers to participation in the workforce. This strategy will launch an initiative modeled on the Department’s long-standing Arts Internship Program to create a new LA County Creative Youth jobs program that provides funding to nonprofit arts organizations and for-profit creative businesses to hire young people ages 14-24, offering them valuable work-based learning experiences. To address historic and

systemic barriers to accessing jobs in the arts and creative economy, this program would be specifically geared toward supporting youth who are under-represented in the arts and creative industries, historically under-served, and either not currently in school, not college-bound, or not college graduates. To center the specific needs of this population, the program would seek to include support for access to wraparound services, career mentorship, readiness, advancement, exposure, and leverage the Department’s new Creative Careers Online resource that allows young people to explore and navigate their own career pathway. It would also provide technical assistance and professional development for hiring organizations/businesses to create an environment and experience that supports youth success and diversity, equity, and inclusion.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$1.1 M	Ongoing: \$350,000	\$1.45 M
One-Time: \$250,000 (evaluation)	1 Sr. Program Associate 1 Program Associate	

12. Creative Wellbeing: Heal Youth Through the Arts: As young people engage in healing-centered arts education, they explore identity and self-expression, discover ways to connect to others, and access an authentic sense of mattering, ultimately leading to an enhanced sense of wellbeing. The Department of Arts and Culture’s Creative Wellbeing initiative provides youth at highest risk of justice-system involvement with healing-centered arts education that supports community building and mental wellbeing. This arts and mental health approach to youth development supports social-emotional learning and healing from trauma so often experienced by youth that have been involved in the County’s justice and foster care systems. This initiative also provides arts-based, healing-centered programming

to the adults who support these young people so that they are better equipped to provide a healing and supportive environment. Developed collaboratively by the Department of Arts and Culture, Office of Child Protection, Department of Mental Health, and Arts for Healing and Justice Network members, Creative Wellbeing was piloted with funding from the Department of Mental Health, and limited implementation continues with one-time grant funding. Activating this strategy would expand and embed this approach in County systems of care more broadly and allow the program to reach more foster youth and adult caregivers. Creative Wellbeing directly addresses goals outlined in the Arts and Justice Reform Plan, the new Arts Education Blueprint, and the Youth Justice Reimagined report.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$1.5 M	Ongoing: \$350,000	\$1.85 M
	1 Sr. Program Associate 1 Program Associate	

13. Arts and Justice Reform - Sustain Temporary Programs:

In 2020, the Board adopted the goals of the new Countywide Plan for Elevating the Role of the Arts in Criminal Justice Reform (Arts and Justice Reform Plan), the same day it adopted Alternatives to Incarceration. To date, meaningful work has been spearheaded by the Department’s Arts Education Division, in partnership with County agencies (Office of Child Protection, Youth Diversion, Youth Justice Reimagined, Probation, Mental Health), and cultural organization partners, to use youth-focused arts engagement as a form of prevention, wellbeing, education, intervention, and support for systems impacted young people and communities most at risk. In August 2021, two initiatives addressing goals outlined in the Arts and Justice Reform Plan and the County’s Care

First Community Investments budget initiative were funded by the Board of Supervisors using American Rescue Plan (ARP) dollars. These temporarily funded programs will: 1) expand funding to community-based organizations to deliver healing-informed arts instruction to County youth impacted, or at risk of being impacted, by the justice system, and 2) provide County youth in communities with least access to career paths in the arts, media, and entertainment with ongoing, community-based career technical education and skills. This proposal recommends that the County transition one or more of the Department’s Arts and Justice programs from temporary funding sources to ongoing Net County Cost and provide the necessary staff positions to the Department to continue this work.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$2.56 M	Ongoing: \$540,000 2 Sr. Program Associates 1 Program Associate	\$3.1 M

ENSURE THAT ARTS AND CULTURE STRATEGIES

ARE INTEGRATED INTO MAJOR COUNTYWIDE

PLANS AND OPERATIONS

The Recovery Garden mural at Rancho Los Amigos National Rehabilitation Center in Downey by Hataya Tubtim.
Photo by Steven Lam.



BUILD COUNTY CULTURAL INFRASTRUCTURE

14. Administer the Countywide Cultural Policy:

The Department of Arts and Culture will play a leading role in implementing the Countywide Cultural Policy, ensuring that policy goals are realized, and that arts and culture strategies are integrated into major Countywide plans and the operations of County departments. This new work will include: 1) connecting County departments with arts organizations and individual artists and creating fluid mechanisms and equitable standards of practice for departments to contract with and pay for arts services; 2) developing training for County staff on the policy and providing limited project-based consultations to guide how departments can work with and engage artists and arts organizations; 3) collecting data, monitoring, and evaluating new and expanded program activities that are launched by long-term Cultural

Policy implementation and publishing outcomes and findings to support public transparency; 4) encouraging County departments to apply for funding from the Productivity Investment Fund to support arts-based projects and interventions that address Board and Department Priorities; 5) launching and managing projects that recognize artists, culture bearers, and cultural organizations and celebrate cultural heritage and artistic expression of diverse communities as a regular part of the County’s annual Heritage Month celebrations to increase visibility, combat cultural erasure, advance narrative change, and recognize contributions of communities of color. This strategy provides the Department of Arts and Culture with the staffing and resources needed to take the next step in policy implementation to realize the vision of the Board of Supervisors.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$300,000	Ongoing: \$560,000 3 Sr. Program Associates to support: Cross-Sector Research and Evaluation Communications	\$860,000

15. Place Creative Strategists in Residence in County Departments to Address Social Challenges:

The Department of Arts and Culture’s Creative Strategist program was established in 2018 following the Board’s adoption and funding of strategies from the groundbreaking Cultural Equity and Inclusion Initiative. The Creative Strategist program places artists, arts administrators, or other creative workers representative of diverse constituencies in LA County departments in paid positions as creative strategists to work alongside local government staff to develop innovative solutions to complex social challenges. The program strengthens interdepartmental collaboration and develops new approaches to working with community, supporting equity across all domains of civic life. This strategy would restore budget cuts made to the

Creative Strategist program during COVID-19 curtailments and expand and strengthen the program model. Informed by an evaluation of the initial pilot phase, residencies would grow in length to a minimum of two years, with funding available to extend for an additional one-year term as needed. A new ongoing residency would be placed with the Department as a complementary component of the implementation of the Cultural Policy. In addition, depending on funding levels provided, the Department can explore the feasibility of launching a new program to fund (or match funding for) a municipal local arts agency to embed an artist in residence at the local level each year, expanding the program model to different cities across the County.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$550,000	Ongoing: \$190,000	\$740,000
One-Time: \$120,000 (evaluation)	1 Sr. Program Associate	

16. Recognize American Indian and Alaska Native (AIAN) Communities: As part of the early implementation of the Cultural Policy, and pursuant to the October 5, 2021 motion by Supervisor Hilda L. Solis and co-author Supervisor Sheila Kuehl, the Department of Arts and Culture has partnered with the LA City/County Native American Indian Commission (LANAIC) to develop a Countywide Land Acknowledgment protocol, in meaningful collaboration with local tribal leadership. The Land Acknowledgment accompanies a longer arc of relationship building and engagement between the County and local tribes to recognize past and current harms perpetuated against Native peoples and identify resources and practices to address those harms. Should the Board of Supervisors mandate a County-adopted Land Acknowledgment, this strategy would provide funding for the Department to work with the LANAIC to develop toolkits and training

resources that can be used by County departments to understand the policy and protocols and the importance of tribal engagement. The toolkit and resources would also be shared with County cultural institutions and the arts and culture field in the region, to encourage them to adopt the policy and protocol or embrace similar practices. This strategy will establish standards and protocols for County agencies, facilities, County-owned cultural venues, and civic art sites to recognize the First Peoples upon whose unceded land the County now sits through signage and/or recognition on websites about these facilities and projects. This strategy would also establish a fund, in collaboration with LANAIC, to hire AIAN artists and culture bearers to provide land acknowledgments and other cultural and educational services at County events and ceremonies, including honoring annual artist/culture bearer awardees for Native American Heritage Month or Indigenous People’s Day.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$50,000	Ongoing: N/A	\$50,000
One-Time: \$150,000		

17. Investing in Arts Communications Infrastructure:

Many arts organizations do not have funds to support even a minimal marketing and communications effort to reach and sustain audiences from underserved communities. To support arts organizations and more effectively connect audiences to the local programming, this strategy would establish a Countywide communications initiative that shares information about the arts with all LA County residents, taking into account language needs, barriers to arts participation, the digital divide, and geographical concerns that require customized and equitable forms of outreach. Arts and culture service providers in LA County are incredibly diverse. Before new marketing initiatives, creative assets, and awareness campaigns are designed, this strategy would start with a discovery phase to ascertain field needs in terms of audience communication and assess County and regional assets and opportunities for expanding

support. Findings will include actionable recommendations for sustainable and equitable communication tools, services, or platforms that the Department of Arts and Culture's Communications Division can develop in a subsequent phase, along with immediately implementable tactics with the new funding and staff from this strategy. Possible solutions could include grants for organizations seeking to expand their audience reach; professional development for the arts field in low-cost marketing, audience expansion, and communication equity; dedicated Department staff to share and uplift grantee events on digital platforms; a new arts marketing PSA program utilizing the County's contract for bus shelters and banner ad space through Public Works; funding arts access and ticket programs; and partnerships with entities such as Metro, LA Tourism, and others to explore innovative promotional projects.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$150,000 One-Time: \$250,000 (consultant)	Ongoing: N/A	\$150,000



2019 Arts Internship Summit in Downtown Los Angeles. Photo by Monica Almeida.

18. Create Access to County-Owned Creative Space and County-Owned Cultural Centers:

Access to affordable creative space in Los Angeles County is a major challenge for artists and arts organizations and has only grown in significance over time as rental costs have climbed. A recent survey by Star Insights cited “access to performance or rehearsal space” as one of the top three most significant needs to support post-pandemic recovery for performing arts organizations. Funding for and access to creative space was also identified by the Cultural Equity and Inclusion Initiative Advisory Committee and local arts advocacy organization Arts for LA as a critical need. The Department of Arts and Culture has conducted an Arts and Culture Needs Assessment that will result in a list of County-owned sites that are available to the public for artistic programming or creative workspace. The Needs Assessment will also provide information about what additional spaces could be made available (either as is, or with reasonable modifications) for the arts. Spaces could include everything from entire buildings and vacant lots to outdoor amphitheaters, community rooms, and empty

office spaces, which could be used for such activities as artist studio or rehearsal space; co-working, incubator, or office space; classroom or other arts education activities; space to store, conserve, or display County public artworks; and more. This strategy will allow the Department to create a centralized and searchable list of existing spaces on the Department’s website, with information about how users can access existing space already available for community use, and links to the host department’s rental/use policies. This strategy would also provide funding for the Department to engage a consultant to develop a space program proposal that would: analyze all spaces identified by the Needs Assessment as potentially usable for the arts, develop recommendations for high priority spaces to develop for arts uses, estimate costs to renovate, outfit, and operate the arts in those spaces, and make recommendations on the most effective operational models for those spaces to support the needs of the field, and the interests of surrounding communities. An assessment of funding for space grants may also be included.

Programmatic Costs	Staffing Cost	Total Ongoing Annual Cost
Ongoing: \$50,000	Ongoing: \$190,000	\$240,000
One-Time: \$300,000	1 Sr. Program Associate	

ANNUAL REPORT BACK

The Board of Supervisors has directed the Department of Arts and Culture to report back annually on the progress of implementing the Cultural Policy, including the participation of County departments and agencies in incorporating the arts in Countywide plans, initiatives, and projects, as outlined in the policy. The Department will develop a reporting process and mechanism for tracking progress and will ensure that the annual report is accessible to the public.

ACKNOWLEDGMENTS

FIRST DISTRICT:

Hilda L. Solis, *Supervisor*. Kim Ortega, *Acting Communications Director/Arts and Culture Deputy*
Arts Commissioners: Leticia Rhi Buckley, Tim Dang, Helen Hernandez

SECOND DISTRICT:

Holly J. Mitchell, *Supervisor*. Chris Ah San, *Arts and Culture Deputy*
Arts Commissioners: Pamela Bright-Moon, Patrisse Cullors, Randi Tahara,
Eric Hanks (former *Commissioner*)

THIRD DISTRICT:

Sheila Kuehl, *Supervisor* Sophie Freeman, *Environment and Arts Deputy*
Arts Commissioners: Madeline Di Nonno, Constance Jolcuvar, Rosalind Wyman

FOURTH DISTRICT:

Janice Hahn, *Supervisor*. Mark Baucum, *Chief Strategist*, and Greg Cesena, *Assistant Arts and Culture, Library, and Museums Deputy* (former). *Arts Commissioners*: Eric Eisenberg, Sandra Hahn, Anita Ortiz, Darnella Davidson (former *Commissioner*), Elizabeth Schindler-Johnson (former *Commissioner*)

FIFTH DISTRICT:

Kathryn Barger, *Supervisor*. Gina Ender, *Special Assistant*. *Arts Commissioners*: Alis Clausen Odenthal, Jennifer Price-Letscher, Liane Weintraub

LOS ANGELES COUNTY DEPARTMENT OF ARTS AND CULTURE:

Kristin Sakoda, *Director*; Heather Rigby, *Chief Deputy*; Kim Glann, *Cross Sector Manager*;
Megan Moret, *Board Liaison/Special Assistant*; Bronwyn Mauldin, *Director of Research and Evaluation*; Kristin Friedrich, *Director of Communications and Public Affairs*. All staff contributed by providing input and staffing Advisory Committee and Commission meetings.

CULTURAL EQUITY AND INCLUSION INITIATIVE ADVISORY COMMITTEE CO-CHAIRS:

Mike Che, Helen Hernandez, Karen Mack; Tim Dang, and Maria Rosario Jackson, *Co-Chairs Emeritus*

CULTURAL EQUITY AND INCLUSION INITIATIVE ADVISORY COMMITTEE MEMBERS:

Allison Agsten, Allison Tanaka, Amy Ericksen, Angela Johnson Peters, Aurora Anaya-Cerda, Ben R. Caldwell, Carla Corona, Charmaine Jefferson, Constance Jolcuvar (*Commissioner*), Cynthia Fuentes (Ford Theater), David Mack (past member), Dawn Jackson, Debra J.T. Padilla, Dellis Frank, Diana Vesga (LACMA), Eric Eisenberg (*Commissioner*), Fabian Debora, Glenna Avila, Griselda Suarez, Hayk Makhmuryan, Joe Smoke, Julia Diamond (Grand Park), Kiki Ramos Gindler, Koji Steven Sakai, Larissa Nickel, Leslie Ito, Leticia Buckley (*Commissioner*), Letitia Fernandez Ivins, Liane Wientraub (*Commissioner*), Madeline Di Nonno (*Commissioner*), Margaret Aichele, Miguel Luna, Natalie Marrero (past member), Pamela Bright-Moon (*Commissioner*), Renae Williams Niles (Los Angeles Philharmonic), Rick Noguchi, Sabrina Burris (Natural History Museum), Shannon Daut, Thor Steingraber, Windy Barnes Farrell, Ximena Martin (LA Plaza de Cultura y Artes).

CONSULTANTS:

Diane Burbie/The Aspire Group, Evonne Gallardo, Soluna Group

APPENDIX A

CULTURAL POLICY STRATEGIES

1. Expand Grants to Organizations Serving Diverse Communities
2. Expand Professional Development Programming
3. Expand Support to Local Artists to Create Inclusive Civic Spaces
4. Expand the Community Impact Arts Grant Program
5. Neighborhood Bridges: Expand Grassroots Arts and Cultural Programming in Communities
6. (Re)Establish the Free Concerts in Public Sites
7. Invest in the County's Community-Based Cultural Assets and Create the Los Angeles County Mural Program
8. Expand Arts Programming in Parks and Libraries
9. Support Cultural Anchors and Districts Across the County
10. Support School Districts to Advance Equity in Arts Education
11. Creative Career Pathways for Youth
12. Creative Wellbeing: Heal Youth Through the Arts
13. Arts and Justice Reform - Sustain Temporary Programs
14. Administer the Countywide Cultural Policy
15. Place Creative Strategists in Residence in County Departments to Address Social Challenges
16. Recognize American Indian and Alaska Native (AIAN) Communities
17. Investing in Arts Communications Infrastructure
18. Create Access to County-Owned Creative Space and County-Owned Cultural Centers

APPENDIX B: EXPAND GRANTS TO ORGANIZATIONS SERVING DIVERSE COMMUNITIES FUNDING OPTIONS

In each scenario, annual funding increases would become part of the Department's base budget and would result in doubling the grant program from \$4.5M to \$9M, ongoing.

OPTION 1 <i>Double over three years, via annually increasing amounts</i>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<i>Grant Funding</i>	500,000	1,500,000	2,500,000		
<i>Staffing Costs</i>	214,000				
OPTION 2 <i>Double over three years, with equal increase each year</i>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<i>Grant Funding</i>	1,500,000	1,500,000	1,500,000		
<i>Staffing Costs</i>	214,000				
OPTION 3 <i>Double over four years, small bump in year one, even increases for three years following</i>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<i>Grant Funding</i>	500,000	1,334,000	1,333,000	1,333,000	
<i>Staffing Costs</i>	214,000				
OPTION 4 <i>Double over four years, with equal increase each year</i>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<i>Grant Funding</i>	1,125,000	1,125,000	1,125,000	1,125,000	
<i>Staffing Costs</i>	214,000				
OPTION 5 <i>Double over five years, small bump in year one and two, even increases for three years following</i>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<i>Grant Funding</i>	500,000	500,000	1,167,000	1,167,000	1,166,000
<i>Staffing Costs</i>	214,000				

