June 26, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
    Supervisor Hilda L. Solis
    Supervisor Sheila Kuehl
    Supervisor Janice Hahn
    Supervisor Kathryn Barger

From: Sachi A. Hamai
    Chief Executive Officer

REPORT ON FUNDING RECOMMENDATION FOR THE LOS ANGELES COUNTY CULTURAL EQUITY AND INCLUSION INITIATIVE (CEII) (ITEM NO. 7, AGENDA OF APRIL 4, 2017)

On April 4, 2017, on a joint motion by Supervisors Solis and Kuehl, the Board instructed the Arts Commission to undertake a series of actions that seek to create a more equitable cultural future for the County of Los Angeles based on 13 recommendations identified in the CEII’s final report. As part of this motion, the Board directed that the Chief Executive Officer (CEO) provide a written report to the Board with recommendations on funding these initiatives during the June 2017 budget deliberations. Additionally, Supervisor Ridley-Thomas made a motion to amend Supervisors Solis’ and Kuehl’s joint motion to instruct the CEO to provide a comprehensive review of the costs associated with the 13 recommendations provided in the presentation.

Based on our office’s analysis, an annual requirement of $28.2 million in net County cost (NCC) is needed to implement all 13 CEII recommendations by year ten. The first year’s cost to the County for implementing all recommendations is $18.8 million; comprised of $13.0 million in ongoing funding and $5.8 million in one-time funding. The ongoing funding beginning in year one includes $1.7 million needed for 16 County positions to provide program management and oversight.
We are recommending a total of $214,000 in NCC funding be allocated at this time for CEII recommendations one, two, three, and eight as follows:

- **Los Angeles County Cultural Policy** (CEII Recommendation #1): One-time funding of $50,000 to allow the Arts Commission to engage consultant support to draft a Los Angeles County Cultural Policy.

- **Inclusive Language, Policies and Infrastructure** (CEII Recommendation #2): Ongoing funding of $50,000 to provide the necessary resources for technical assistance and training for arts organizations to craft and implement statements, policies, or plans that promote diversity, equity, inclusion, and access.

- **Arts Internship Program Expansion** (CEII Recommendation #3): Ongoing funding of $114,000 to provide the necessary resources to increase the number of interns from 131 to 150 per year. This reflects a 15 percent increase to the program with no additional support positions recommended at this time. Given the fiscal uncertainties the County is facing, we recommend that expansion of this program beyond a 15 percent increase be revisited during the 2017-18 Supplemental Budget.

We are recommending the following CEII recommendations be deferred to the Supplemental Changes budget phase to allow us additional time to identify a funding source:

- **Arts Internship Program Expansion Beyond 150 Internships** (CEII Recommendation #3)
- **Teen Arts Pathways** (CEII Recommendation #4)
- **Creative Workforce Development Center** (CEII Recommendation #5)
- **Private Developer Fee** (CEII Recommendation #8)
- **Audiences to Cultural Information** (CEII Recommendation #11)

We are not recommending funding for the following CEII recommendations at this time due to continued budget uncertainties at the State and federal levels, as well as a multitude of other high-priority funding needs with limited new resources. However, we will continue to look for funding opportunities in future fiscal years.

- **Neighborhood Bridges** (CEII Recommendation #6)
- **Cross Sector Artists** (CEII Recommendation #7)
- **Increase Organizational Grant** (CEII Recommendation #9)
- **Parks and Libraries** (CEII Recommendation #10)
• **Connecting Organizations** (CEII Recommendation #12)
• **Arts Education** (CEII Recommendation #13 - a, b, and c)

Our office’s detailed review of the costs associated with the 13 recommendations is attached.

If you have any questions, please contact Gevork Simdjian of my staff at (213) 893-9736 or at gsimdjian@ceo.lacounty.gov.

SAH:JJ:MM:
SW:GS:JY:cg

Attachment

c: Executive Office, Board of Supervisors
   County Counsel
   Arts Commission
### Cultural Equity and Inclusion Initiative (CEII) Review

<table>
<thead>
<tr>
<th>Project Description</th>
<th>NCC Req</th>
<th>Recommended</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Los Angeles County Cultural Policy</strong></td>
<td>50,000</td>
<td>50,000</td>
<td>One-time funding to obtain a consultant to develop the policy.</td>
</tr>
<tr>
<td><strong>2 Inclusive Language, Policies &amp; Infrastructure</strong></td>
<td>50,000</td>
<td>50,000</td>
<td>Technical assistance/training funding needed to work with all cultural agencies receiving County funds.</td>
</tr>
<tr>
<td><strong>3 Arts Internship</strong></td>
<td>448,000</td>
<td>114,000</td>
<td>Increase the number of interns from 131 to 264 over 3 to 6 years along with 1 support position. Recommend 19 addl. interns (total 150 interns, a 15% inc). Slightly increases min wage increase funding previously earmarked (FY 18-19 $8K, FY 19-20 $6K).</td>
</tr>
<tr>
<td><strong>4 Teen Arts Pathways</strong></td>
<td>230,000</td>
<td>1</td>
<td>Employment and Learning Opportunities in the Arts and Culture for underserved High School students. Includes funding for the program and 1 staff.</td>
</tr>
<tr>
<td><strong>5 Creative Workforce Development Center</strong></td>
<td>490,000</td>
<td>2</td>
<td>Outreach, educational programming and 2 staff to link under-served students and mature workers creative industry.</td>
</tr>
<tr>
<td><strong>6 Neighborhood Bridges</strong></td>
<td>6,477,000</td>
<td>2</td>
<td>Municipal grants to expand arts and culture to all neighborhood and communities.</td>
</tr>
<tr>
<td><strong>7 Cross Sector Artists</strong></td>
<td>235,000</td>
<td>1</td>
<td>Place Artists/creative workers in Los Angeles County departments in paid positions as creative strategists to develop innovative solutions to social challenges.</td>
</tr>
<tr>
<td><strong>8 Private Developers Fee</strong></td>
<td>-</td>
<td>2</td>
<td>Requires 1% of the cost of private commercial developments over $500K to be used to incorporate artwork into their development or pay an in lieu fee to support cultural services within the community.</td>
</tr>
<tr>
<td><strong>9 Increase OGP Program</strong></td>
<td>905,000</td>
<td>4,518,000</td>
<td>Double OGP Grants over 1-5 years.</td>
</tr>
<tr>
<td><strong>10 Parks &amp; Libraries</strong></td>
<td>1,760,000</td>
<td>2</td>
<td>Grants &amp; development services to parks &amp; libraries with the least arts programming to support production/marketing costs of arts events with focus on under-served population.</td>
</tr>
<tr>
<td><strong>11 Audiences to Cultural Info</strong></td>
<td>1,125,000</td>
<td>1</td>
<td>5 year communications initiative to share available arts and cultural offerings to all residents and visitors.</td>
</tr>
<tr>
<td><strong>12 Connecting Organizations</strong></td>
<td>750,000</td>
<td>3 year project to provide grants to small/mid arts organization to develop/implement marketing efforts to reach new audiences.</td>
<td></td>
</tr>
<tr>
<td><strong>13a Arts Education - Arts Coordinators</strong></td>
<td>3,875,000</td>
<td>1</td>
<td>Have a dedicated arts coordinator to serve every school district. The cost would gradually lower as the school district assumed the staffing cost.</td>
</tr>
<tr>
<td><strong>13b Arts Education - Advancement Grants</strong></td>
<td>2,110,000</td>
<td>2</td>
<td>Competitive 1:1 matching grants to Los Angeles County school districts to advance key arts education action items.</td>
</tr>
<tr>
<td><strong>13c Arts Education - Learning Opportunities</strong></td>
<td>285,000</td>
<td>1</td>
<td>2 year project to position community arts partners to play a greater role in providing students with robust arts learning.</td>
</tr>
</tbody>
</table>

**Total:** 18,790,000 28,195,000 16 164,000 50,000
DATE: Tuesday, June 26 2018

TO: Chair Sheila Kuehl
    Supervisor Hilda L. Solis
    Supervisor Mark Ridley-Thomas
    Supervisor Janice Hahn
    Supervisor Kathryn Barger

FROM: Kristin Sakoda
      Executive Director

SUBJECT: PROGRESS REPORT ON IMPLEMENTATION OF THE CULTURAL EQUITY AND INCLUSION INITIATIVE

In April 2017, 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 to 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.

CEII was in response to a Board resolution in November 2015 directing the LA County Arts Commission to conduct “a constructive Countywide conversation about ways to improve diversity in cultural organizations” for all LA County residents, and focused on five key areas: staff, boards, audience, programming and creators/artists.

In June 2017 the Board of Supervisors approved funding for five recommendations included in the CEII report. Additionally, in March 2017, the Board of Supervisors unanimously approved a motion to implement a private developer requirement for civic art in the unincorporated areas which is an additional CEII recommendation.

The following information provides an update on implementation of the CEII recommendations, referenced by the number in which they appeared in the CEII report.
Recommendation #1: Development of a Los Angeles County Cultural Policy

- Implementation of this recommendation has been timed to coincide with the transition of new leadership at the Arts Commission. Participation and guidance by the new Executive Director is critical for leading this process forward.
- Staff has preliminary engaged in research to review existing policies or plans from other jurisdictions, and identify models and best practices that can be used to inform our process.
- A Request for Proposals (RFP) will be released by fall 2018 to secure a consultant to identify a process that best engages stakeholders, and to research and develop the policy.
- This effort will intersect with the update of the County's regional blueprint for arts education.

Recommendation #2: Requirement for cultural organizations that contract with the County to include statements, policies or plans for cultural equity

- The requirement is being implemented in fall 2018 with the opening of the application period for the FY19-20 grant funding cycle.
- The Arts Commission has contracted with The Nonprofit Partnership to develop professional development and technical assistance for the field.
  - Sixty-six hours of half-day and full-day workshops for grantees across Los Angeles County have been offered.
  - These workshops focus on preparing current grantees to develop cultural equity statements, policies, and plans that must be approved by their boards and submitted with grant applications in the fall.
  - To date, 245 individuals representing more than 115 organizations have attended.
  - Additional workshops may be offered throughout the grant cycle.
- The Nonprofit Partnership also developed a series of recommendations for the Organizational Grant Program guidelines and review processes for better alignment with the new mandate.
- Recommendations were provided to Commissioners for consideration, in preparation for the FY 2019-20 application launch in September 2018. Updated guidelines will be released this fall.

Recommendation #3: Expansion of college arts pathways through paid arts internships for community college students

- The Arts Commission launched the expanded 2018 LA County Arts Internship Grant Program with an increase from 132 positions to 179 positions for students for summer 2018.
- Guidelines were revised in summer 2017 to reflect the program’s expanded size, as well as the new focus on community college students.
- Grants were awarded to 127 organizations to fund a total of 179 positions, with 31 organizations identified as community college hosts and asked to reserve at least one position for a community college student.
- A list of available positions was made public to interested students at the end of March.
- Staff engaged in additional targeted communications and outreach to community college contacts across the County.
- Intern recruitment and selection was finalized at the end of May.
- Forty one community college students have been hired by arts organizations participating in the program, surpassing the goal of 28.
- This recommendation included the hiring of a FT staff position to support this work. The hiring process is complete. The Professional Development Programs Associate started on June 5, 2018.
Recommendation #4: Development of teen arts pathways to create access to work-based learning opportunities in the arts for teens

- The Arts Commission released a Request for Proposals (RFP) for a consultant with expertise to conduct a field scan of organizations, agencies and programs across LA County that prepare youth for careers in the arts and the creative economy. A final candidate has been selected and contracting is in process.
- As part of the field scan the consultant will conduct a literature review of program evaluations, policy analyses, research reports and other relevant documents; interview practitioners and leaders in the field; and compile online and other resources.
- The results of the field scan will be used to develop meaningful and effective strategies to provide youth with access to careers in LA County’s creative industries, and build on resources and programs already in place.
- This recommendation included the hiring of a FT staff position to support this work. The hiring process is complete. The Arts Education Program Manager started on June 4, 2018.

Recommendation #7: Placement of artists to work cross-sector to address social problems

- The Arts Commission convened planning meetings in November 2017 with each recipient department, Public Library and Registrar-Recorder/County Clerk, to discuss the goals of the artist-in-residence (AIR) Creative Strategist program, roles and responsibilities and timeline.
  - County Clerk Registrar-Recorder – The artist will be embedded in the Media, Communication and Creative Services section to work collaboratively in formulating and implementing a creative strategy for marketing and educating Los Angeles County residents about Voting Systems Assessment Project (VSAP), an unprecedented initiative aimed at creating a roadmap for the eventual overhaul of the County’s aging voting systems with a focus on a voter-centered approach in Los Angeles County to increase voter turnout.
  - County Library - The artist will develop and implement a system-wide artist-in-residence (AIR) masterplan for the County of Los Angeles Public Library (CoLAPL), and will work alongside staff, project partners, community stakeholders and artists in a collaborative process to develop, strategize, promote and implement the CoLAPL’s AIR.
- Arts Commission staff collaborated with each department to develop the Request for Qualifications (RFQ) issued in March 2018. The Library received 17 applications and the Registrar-Recorder received 12 applications.
- Artist selection panels convened on May 3, 2018 for the Library and on May 4, 2018 for the Registrar-Recorder. The panels reviewed applications and selected up to five finalists to proceed to the second round of review which included artist presentation and interviews. A finalist and alternate have been selected for each department and will be announced in July 2018 upon execution of contracts.
- The Arts Commission successfully competed and was awarded a two-year Mellon/ACLS Public Fellow. This person will work as a Cross Sector Analyst, working closely with the Director of Research and Evaluation and the Cross Sector Strategist to support program development and evaluation of the Creative Strategist initiative.
- This recommendation included the hiring of a FT staff position to support this work. The hiring process is being completed through County HR.
Recommendation #8: Private developer requirement for civic art in the unincorporated areas

- Civic Art staff is working closely with Regional Planning and County Counsel to draft the ordinance to establish the private developer civic art in unincorporated areas.
- The draft ordinance is expected to be presented to the Regional Planning Commission on August 1, 2018 with a board motion to follow.

ADDITIONAL ITEMS AS INSTRUCTED IN APPROVED MOTION ON JUNE 26, 2017:

Advisory Committee

- Arts Commissioners approved guidelines to maintain a CEII Advisory Committee as a standing committee of the Arts Commission for five additional years.
- Members of the Committee were selected through an open application process.
- The co-chairs of the Committee - Tim Dang, Helen Hernandez, Maria Rosario Jackson are continuing their service.
- A total of 100 applications were received and reviewed by a nominating subcommittee comprised of the co-chairs and an Arts Commissioner from each Supervisorial District. The nominating subcommittee identified a slate of 45 members, and the Arts Commissioners approved the slate in April 2018.
- The current term of the 2018-20 Advisory Committee is May 1, 2018 — April 30, 2020.
- The first meeting of the committee took place on May 23, 2018.

Evaluation

Workforce Demographic Survey

- The Arts Commission conducted the first Workforce Demographic survey as part of the initial CEII process, establishing baseline data to measure change over time in the arts workforce.
- The Workforce Demographics survey was administered in 2016 and 2017, with plans to conduct the survey in two more years, in 2019 and 2020.
- A report was published on the LA County arts workforce in year one, analyzing the demographics of the arts and cultural workforce in Los Angeles County – specifically, staff members, board, volunteers, and independent contractors associated with 386 cultural nonprofits. The findings presented in this report are based on 3,307 unique responses survey.
- Individual level reports were also provided to organizations that had a high enough response rate for statistical confidence.

Comprehensive Evaluation Plan

- An evaluation plan, including individual program evaluation modules for each of the recommendations that were funded, will be outlined by fall 2018.
- The evaluation plan will allow the Arts Commission to tell a comprehensive story of how the County is working to improve cultural equity and inclusion in the arts.
- This plan will be finalized in collaboration with the CEII Advisory Committee.
DATE:       June 26, 2019

TO:         Chair Janice Hahn
            Supervisor Hilda L. Solis
            Supervisor Mark Ridley-Thomas
            Supervisor Sheila Kuehl
            Supervisor Kathryn Barger

FROM:   Kristin Sakoda
        Executive Director

SUBJECT: PROGRESS REPORT ON IMPLEMENTATION OF THE CULTURAL EQUITY AND INCLUSION INITIATIVE

In April 2017, 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 to 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.

CEII was in response to a Board resolution in November 2015 directing the LA County Arts Commission to conduct “a constructive Countywide conversation about ways to improve diversity in cultural organizations” for all LA County residents, and focused on five key areas: staff, boards, audience, programming and creators/artists.

In June 2017 the Board of Supervisors approved funding for five of the thirteen recommendations included in the CEII report. Additionally, in March 2017, the Board of Supervisors unanimously approved a motion to implement a private developer requirement for civic art in the unincorporated areas which is an additional CEII recommendation.

The following information provides an update on implementation of the CEII recommendations, referenced by the number in which they appeared in the CEII report.
Development of a LA County Cultural Policy (Recommendation #1)

- An RFP was issued and a consultant has been engaged – Soluna Group – to facilitate the drafting of a cultural policy.
- In January 2019, the Executive Director of the Arts Commission convened County department leadership to discuss the role of arts in cross-sector work.
- In February/March 2019 we surveyed County departments to gather information that could be used to develop the Cultural Policy.
- In May 2019, Arts Commission staff facilitated arts integration at the County Equity Summit and the Executive Director spoke about the forthcoming Cultural Policy. As part of the arts integration, a few arts engagement activities allowed participants to share ideas about how arts, culture, and creativity can be used to enhance the services they provide. This data will also be used to help develop the Cultural Policy.
- The Director of the Department of Arts and Culture will convene interviews with national experts on cultural policymaking scheduled to take place in July-Aug 2019.
- Soluna Group is working to host stakeholder convenings in September 2019 where input and insight from various groups on what to include in the cultural policy will be gathered. Stakeholder meetings will also include County department leadership to contribute to the development of the cultural policy.
- Completion of Cultural Policy is planned for February 2020.

Recommendation #2: Requirement for cultural organizations that contract with the County to include statements, policies or plans for cultural equity

- The Arts Commission hosted over 25 CEII Technical Assistance Workshops with over 400 attendees. To ensure compliance, the Arts Commission shared updated guidelines, online tools and resources regarding the new requirement early.
- 100% of the 235 Fiscal Year 2019/20 OGP applicants reviewed in panel this past spring met the new requirement.
- In spring 2019 the Arts Commission launched a new Cultural Equity Intensive program with a cohort of 5 grantees over 3 months. Designed to develop and enhance cultural equity and inclusion practices across all aspects of the participating organizations, the program:
  - provides an in-depth assessment and planning process for the organization’s cultural equity effort
  - guides participants to create a comprehensive cultural equity and inclusion plan
  - guides participants to develop a presentation to communicate the plan to other board, staff members, and external stakeholders
  - includes one-on-one coaching tailored to the organization’s needs
  - includes the opportunity learn alongside other organizations
  - provides space for organizations interested in taking a leadership role in their communities to “think big” through the support of a learning community
- CEII workshops for Fiscal Year 2020/21 OGP applicants applying in fall 2019 began in spring 2019 and will continue through September 2019.

Recommendation #3: Expansion of college arts pathways through paid arts internships for community college students

- During the summer of 2018 the Arts Internship expanded from 132 positions to 179 positions as a result of increased funding from CEII.
- Over 40 Community College students participated – the largest group in the history of the program.
- The Arts Commission increased outreach to Community Colleges and offered presentations directly to students in order to create awareness of the program and encourage more applications.
- In 2019, the internship program hit 203 student positions at 125 organizations making it the largest paid arts internship program in the nation.
- Of the 203 positions, 47 are from community colleges. This is also the largest group in the history
of the program to date.

- The internship positions received an increase to $14.25 an hour and will receive $15 beginning next year.

**Recommendation #4: Development of teen arts pathways to create access to work-based learning opportunities in the arts for teens**

- The Arts Commission engaged Thomas P. Miller and Associates, national experts on workforce development, to conduct a study.
- A field scan designed to learn about career opportunities for youth in the creative industries, the kinds of barriers some youth experience in seeking to access those opportunities, what work is already being done to help them overcome those barriers, and best practices in the field, will be used to develop meaningful and effective strategies and build on resources and programs already in place.
- The field scan, which includes 23 recommendations, was published in April 2019.
- The Arts Commission will convene creative economy employers and educators, as well as non-profit intermediaries to share findings in the fall of 2019.

**Recommendation #7: Placement of artists to work cross-sector to address social problems**

**Cycle 2 Creative Strategist Artist-in-Residence (CS-AIR) Program**

- In July 2018, departments were invited to submit Letter of Interest to host a CS-AIR.
- Out of ten departments that expressed interest in embedding an artist, three departments were chosen – Mental Health, Parks, and Public Health.
- Arts Commission staff collaborated with each department to develop the Request for Qualifications (RFQ) issued in February 2019 with 48 artists applying. The second cycle artist selection was conducted in March 2019.
- Newly-embedded artists are Deborah Aschheim at Registrar Recorder; Olga Koumoundouros at the Department of Public Health/Office of Violence Prevention; Anu Yadav at the LA County Department of Mental Health; and Sandra de la Loza at the Department of Parks and Recreation. Two artists, Clement Hanami and Alan Nakagawa, began piloted residencies at Department of Public Health/Vision Zero/PLACE Program and LA County Library, respectively, in Fiscal Year 2018/2019. Artist María del Carmen Lamadrid started a residency with the Registrar Recorder and now works at large with the Arts Commission.
- The second cycle launched in April 2019 and will conclude in March 2020.
- This recommendation included the hiring of a FT staff position to support this work.

**Recommendation #8: Private developer requirement for civic art in the unincorporated areas**

- Civic Art staff has worked closely with Regional Planning and County Counsel to research and draft the ordinance to establish the private developer civic art in unincorporated areas.
- In a public hearing on August 1, 2018, the Regional Planning Commission (RPC) the ordinance was held and continued to explore options for including a residential component.
- On November 28, 2018, RPC asked staff from the Arts Commission and Regional Planning to report back with draft language in the Percent for Art in Private Development Ordinance (Ordinance) that would include
  - 1) market-rate residential development and affordable housing incentives; and
  - 2) consider criteria for including architecture as art.
- The RPC directive also included working with stakeholders that testified at the hearing, in the form of roundtable discussions for further outreach.
- The next RPC hearing was scheduled for February 13, 2019, and was continued to April 24, 2019, to ensure enough time to complete outreach and discussions with the development community and return with proposed language for the Ordinance.
- In January and February 2019 the Community Development Commission/Housing Authority (CDC) hosted two affordable housing stakeholders meetings in collaboration with Arts Commission and Planning.
• Based on stakeholder feedback and staff analysis the staff of the Arts Commission, Regional Planning, and the CDC recommended exempting 100% affordable housing.
• The RPC voted unanimously to approve a resolution recommending the ordinance be brought to the Board of Supervisors for approval on April 24, 2019.
• Arts Commission received 54 letters in support of this ordinance and presented them to the Commission.
• The hearing capped two years of stakeholder outreach, roundtable discussions, and research of precedent jurisdictions, following the original 2017 Board motion to create the ordinance.
• The RPC expressed it was pleased with the work done with business groups and the compromises made.
• Testimony included BIA and other developer/business groups opposed, as well as testimony from Arts for LA, Southern CA Assoc. of Public Housing, and others in support.
• The motion will go to the Board of Supervisors for adoption on July 23, 2019.

ADDITIONAL ITEMS AS INSTRUCTED IN APPROVED MOTION ON JUNE 26, 2017:

Advisory Committee
• The current term of the 2018-20 Advisory Committee is May 1, 2018 – April 30, 2020.
• The Advisory Committee has met three additional times during the last year.
  o November 7, 2018:
    ▪ Framing the work of the Advisory Committee
    ▪ Discussion: Aligning Advisory Committee priorities and approved recommendations
  o February 27, 2019:
    ▪ Discussion: Moving the needle on EQUITY
    ▪ Alignment: Strategic framework of approved CEII recommendations
    ▪ Update: CEII implementation
  o June 7, 2019:
    ▪ Discussion: Inclusion
    ▪ Update: District Cohort Reports
    ▪ Presentation: Soluna Group on Cultural Policy
• Concurrently District Cohorts have been assembled and have started meeting quarterly to discuss the needs and priorities of their district.
• The Cohorts include Advisory Committee members, Arts Commissioners, and Arts Deputies.

Evaluation
Workforce Demographic Survey
• The Arts Commission engaged SMU DataArts, a national leader in arts data, to conduct the first Workforce Demographic survey in 2016 as part of the initial CEII process, establishing baseline data to measure change over time in the arts workforce, including staff and boards of directors.
• The Countywide report of findings, *The Demographics of the Arts and Cultural Workforce in Los Angeles County*, was published in April 2017.
• The Workforce Demographics survey was administered again 2017 and in 2019.
• Each year, organization-level reports were provided to responding organizations that had a high enough response rate for statistical confidence. The number of organizations receiving reports increased by 200 percent, from seven in 2016 to 21 in 2019.
• A Countywide report of findings from the 2019 report is expected in fall 2019.
February 28, 2020

To: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Janice Hahn

From: Kristin Sakoda
Director

REPORT BACK: CREATING A COUNTYWIDE CULTURAL POLICY (ITEM NO. 3, AGENDA OF JUNE 26, 2017)

The purpose of this report back is to update you on the creation of the Countywide Cultural Policy (Cultural Policy), the first of its kind in the nation. The goal of this policy is to provide a framework for how the County can contribute to, and advance cultural equity and inclusion, in every sector of civic life in the County.

The Cultural Policy was approved by your Audit Committee on February 19, 2020.

BACKGROUND
In April 2017, 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 thirteen recommendations to 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.

CEII responded to a Board resolution in November 2015 directing the LA County Arts Commission to conduct "a constructive Countywide conversation about ways to improve diversity in cultural organizations" for all LA County residents, and focused on five key areas: staff, boards, audience, programming and creators/artists.

In June 2017 the Board of Supervisors approved a motion by Supervisors Solis and Kuehl to fund four of the thirteen recommendations included in the CEII report. One of those recommendations was to establish a Countywide Cultural Policy (Cultural Policy) for LA County with concrete elements focused on equity, diversity, inclusion, and access that would solidify the gains made through the CEII process and recommendations and would serve as a road map for how all LA County departments can contribute to cultural life.
Arts and Culture
Report Back Countywide Cultural Policy

The LA County Arts Commission was established in 1947 to support local music performances. Its role has grown to support diverse art forms and to function as a full-service local arts agency. Supervisors Mark Ridley-Thomas and Sheila Kuehl co-authored the historic motion that transitioned the Arts Commission into a stand-alone County department in May 2018, a recognition of the vital role of arts and culture in one of the largest and most diverse counties in the country and one of the nation’s creative capitals.

The mission of the newly established Los Angeles County Department of Arts and Culture is to advance arts, culture, and creativity throughout the County, with a vision of the County as a region in which these are integral to civic life for all people and communities. The Department ordinance provides a charge to develop comprehensive policies and programs relating to arts and culture.

The Department fulfills its mission by investing in the County’s cultural life—providing leadership, services and support in three primary program areas of Grants and Professional Development; County Civic Art; and Arts Education including implementing the countywide arts education initiative the Arts Education Collective. Additionally, the Department’s work includes Research and Evaluation; Free Community Arts Programs; and continued growth in Career Pathways in the Creative Economy; Cross-Sector creative strategies that address civic issues and Board priorities; and implementing the County’s Cultural Equity and Inclusion Initiative, a cultural plan with a progressive suite of recommendations to strengthen diverse, equitable, and inclusive access to arts and culture for everyone in the County.

The creation of the Department provides an opportunity to further elevate the role of arts, culture, and creativity in the County; strengthen cultural infrastructure with access to the arts for the County’s more than 10 million residents; ensure a robust and inclusive creative economy with opportunities for the County’s diverse talent; increase coordination in the arts across the County; build new cross-sector collaborations with County departments (such as the Creative Strategist Artist in Residence program); and advance cultural equity in every sector of civic life to support positive outcomes for all communities.

PURPOSE
Per the CEII report and Board motion, the stated purpose of the Cultural Policy is to establish a policy with concrete elements focused on equity, diversity, inclusion and access to the arts, solidify the gains made through the CEII process and recommendations, and provide a roadmap for how all County Departments can contribute to cultural life. The Cultural Policy is meant to position LA County as a national arts leader in advancing cultural equity and inclusion in every sector of our civic lives.

The benefits of the arts are many, and everyone deserves to have equal access to them. Arts, culture, and creative expression help people achieve their highest potential. From arts education for young people to arts programming for senior citizens, the arts have been proven to make lives better and improve cognitive skills. Increased cultural resources in communities correlate with better outcomes in educational attainment, public safety, and health. They are integral to mental, physical, and social well-being.

The arts increase civic engagement, enhance civic spaces, promote social cohesion, belonging and inclusion. They can bring people together across demographic, economic and social lines and are fundamental to a democratic society. Through engagement with the arts, people can see and express themselves, their cultures and communities and form positive identities.

Arts and culture contribute to the vitality of our region. They are foundational to the growth of LA County’s $200 billion creative economy and have positive social impact in the development of vibrant and resilient communities. They are an essential part of civic life.
Arts and Culture
Report Back Countywide Cultural Policy

Despite the many benefits of the arts, due to historic and systemic inequity and barriers, not all communities have had equal access to cultural resources, representation, public sector investments, and opportunities to participate in cultural life through the arts. Ensuring access to the arts and cultural equity is important for the long-term viability of the cultural sector and quality of life for all in the County.

Los Angeles County has a rich cultural and creative sector comprised of thousands of arts and cultural organizations of every budget size and artistic discipline ranging from museums, theaters, and performing arts venues, to arts service organizations, cultural centers, music, film, media, literary, visual arts, multi-disciplinary and culturally-specific organizations serving the County’s diverse communities. These entities span nonprofit, commercial, community-based, creative industries, grassroots and—together with artists, practitioners, culture bearers, and the creative workforce—reflect a breadth of cultural diversity, serve as community anchors, and offer programs, services, and opportunities for cultural participation.

Los Angeles County is recognized as a leading region and the County has invested meaningfully in arts and culture for more than a century including through its County-owned cultural venues. However, there is more work to be done to solidify gains made, advance cultural equity, and increase access to the arts and its many benefits for all residents. To make progress toward this goal, historic and existing inequities that have created barriers to participation in arts and culture must be addressed. Utilizing the arts as a tool to inform and enhance service delivery to County constituents, often among the most vulnerable populations in the region, is also critical. Further, incorporating the arts in Countywide plans, initiatives, and projects will allow the County to advance cultural equity across sectors of civic life from education and child welfare to justice reform and community development in support of Board and County goals.

PROCESS
To ensure that the Cultural Policy represents the needs and opportunities inherent to the County, Arts and Culture sought input from a diverse group of stakeholders (Attachment III). Through this process, Arts and Culture engaged hundreds of community stakeholders and partners, documented and integrated stakeholder feedback, leveraged concurrent stakeholder engagement activities, and worked closely with the Board and County Departments to draft the Cultural Policy. Soluna Group compiled the input from these meetings. (Attachment II)

POLICY
The Cultural Policy (Attachment I) will provide direction for all County Departments and Commissions can contribute to cultural life and support the County to ensure that every resident has access to arts and culture.

The Policy sets forth three main pillars:
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

Additionally, the Policy is intended to nurture a culture within the County 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 communities across all aspects of civic life.

Arts and Culture will provide leadership, guidance, and coordination across County departments and agencies to support implementation in the pursuit of the goals of the policy.
RECOMMENDATION
Arts and Culture respectfully recommends that the Board adopt the Countywide Cultural Policy as the first of its kind, with a stated goal of providing a framework for how the County can contribute to cultural life and advance cultural equity in every sector of civic life in the County.

If you have any questions, please contact Kristin Sakoda at KSakoda@arts.lacounty.gov or (213) 202-5858.

Attachment I
Attachment II
Attachment III

KS:HR:mm

c: Executive Office, Board of Supervisors
   Chief Executive Office
   County Counsel
3.180 - Countywide Cultural Policy
Effective Date: TBD

PURPOSE

The Countywide Cultural Policy (hereinafter, "Policy") provides direction and guidelines for how Los Angeles County and its Departments will 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.

REFERENCE

December 10, 1948: Universal Declaration of Human Rights


November 10, 2015: Board Motion: Improving Leadership, Work Force, Programming and Audience Diversity in Los Angeles County Cultural Institutions

April 2016: County of Los Angeles 2016-2021 Strategic Plan: Creating Connections: People, Communities, Government

October 2016 (revised): Statement Americans for the Arts Statement on Cultural Equity

April 4, 2017: Cultural Equity and Inclusion Initiative (CEII) final report: Strengthening Diversity, Equity and Inclusion in the Arts and Culture Sector for All Los Angeles County Residents

April 4, 2017: Board Motion: Los Angeles County Cultural Equity and Inclusion Initiative

June 27, 2017: Board Motion Establishing Transition of the Arts Commission to a County Department

November 20, 2018: Ordinance Establishing Los Angeles County Department of Arts and Culture

United States Conference of Mayors, 86th Annual Meeting: Resolution Supporting Cultural Equity
DEFINITIONS

Cultural Equity: is defined as the values, policies, and practices that ensure that 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.

POLICY

Preamble:

The Los Angeles County Board of Supervisors (Board) recognizes that arts and culture are foundational parts of quality of life and vibrant and resilient communities. Arts and culture have the power to enhance diversity, inclusion, and belonging, and contribute to positive outcomes across dimensions of civic life in the human, community, and economic development of the County. The right to freely participate in the cultural life of the community is recognized globally as a basic human right. This is defined as the right to:

- Access, participate in, and enjoy the benefits of arts and cultural activities;
- Learn about, maintain, and develop one’s cultural expression and heritage; and
- Share in the cultural expression and heritage of others.

In US federal policy, the arts are valued as reflecting America’s rich cultural heritage and fostering mutual respect for the diverse beliefs and values of all persons and all groups.

Despite the many benefits of the arts, due to historic and systemic inequity and disinvestment, not all communities have had equal access to cultural resources, representation, public sector investments, and opportunities to participate in cultural life through the arts. Ensuring access to the arts and cultural equity is important for the long-term viability of the cultural sector and quality of life for all in the County.

The policy will serve as a road map for how all County departments can contribute to cultural life, with a focus on cultural equity, diversity, inclusion and access. It serves to solidify and expand on the gains made through the Cultural Equity and Inclusion Initiative (CEII) process and board adopted recommendations, and positions the County as a national arts leader in advancing cultural equity and inclusion in every sector of our civic lives.

Policy: All County departments will strive to provide services, conduct internal operations, allocate resources, establish regulations, 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. County commissions, agencies and authorities, municipalities, and private sector partners of the County are also encouraged to incorporate the principles of this policy.

The Department of Arts and Culture (hereinafter, "Arts and Culture") will provide leadership, accountability, and coordination across County departments and agencies to support implementation and ensure arts and culture are utilized in the pursuit of goals articulated in this policy. Arts and Culture will establish target goals
and benchmarks, and identify areas of need, to measure progress on the policy and report at regular intervals on such progress to the Board of Supervisors.

In addition, the County will:

1. **Invest in cultural infrastructure and access to arts and culture**

   a. Invest in cultural infrastructure that supports artists and nonprofit cultural organizations in a manner and at levels that ensure Countywide access to the arts and opportunities for all County residents.

   b. Expand equity-focused arts and culture investments to increase support for community-based organizations and cultural resources, particularly those that represent and serve historically marginalized and low-income communities and communities of color.

   c. Diversify the means of County support for arts and culture to include facilities, land use, funding, policies, and other means, and identify ways that each County Department can contribute to cultural life to assist in eliminating barriers to access.

2. **Advance arts and culture in every sector of civic life**

   a. Foster cross-sector and interdepartmental collaboration to leverage arts and culture as a County strategy to support positive outcomes across every sector of civic life, including but not limited to:

      i. Making every effort within the scope of its reach to ensure equity and access to quality arts education and creative learning for public school students.

      ii. Incorporating arts, culture, and creative placemaking in equitable development and sustainability.

      iii. Stimulating a robust and inclusive creative economy with access to career pathways and opportunities for diverse county talent.

      iv. Integrating civic art and design in the creation of public spaces, transit, and infrastructure.

      v. Including arts-based strategies in criminal justice reform, child welfare, and prevention.

      vi. Promoting cultural exchange, cultural heritage, and diplomacy through the arts.

      vii. Utilizing arts to support health, address trauma, promote healing, and well-being for all communities.

   b. Assess the impact to arts and cultural assets as part of County land use and development plans to limit displacement and support cultural resources in communities.

   c. Include arts and culture in Countywide strategic plans, major initiatives, and resources to address Board Directed Priorities and the Cultural Equity and Inclusion Initiative (April 4, 2017).

   d. Incorporate arts and culture in County community engagement practices to engage diverse and underserved communities in the development of County plans, initiatives, and projects.
3. **Promote cultural equity, diversity, inclusion, and belonging**

   a. Identify ways to 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 of diverse communities.

   b. Incorporate arts and culture in County employee engagement, equity initiatives and training, and County facilities to create inclusive and inviting spaces for County workforce and the public.

   c. Encourage and continue to expand cultural equity, diversity, inclusion and access within the cultural sector of the region and increase coordination across County-owned cultural venues in support of key policies and initiatives.

**RESPONSIBLE DEPARTMENTS**

All County Departments and Chief Executive Office; Arts and Culture will provide leadership in implementation and technical assistance to other Departments.

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Advancing Cultural Equity and Inclusion: 
*Our Approach for Developing a Cultural Policy for the County of Los Angeles*

February 28, 2020

Developed by Soluna Group, in partnership with the Los Angeles County Department of Arts and Culture
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THE IMPORTANCE AND VALUE OF ARTS AND CULTURE

Arts, culture, and creative expression are integral to mental, physical, and social well-being. They connect people to their full humanity. In a time when our nation is experiencing increased division, arts and culture help build vibrant and resilient communities that bridge human divides.

Research shows that diverse, inclusive, and accessible arts and culture experiences enable people to feel a sense of belonging and to achieve their highest potential. In addition to the social benefits, there are economic benefits as well. For example, investments in arts and culture are directly tied to the creative economy. In LA County, the creative economy generates nearly $88 billion in labor income, and nearly $208 billion in total value. The health and vibrancy of this economy contributes directly to employment, education, public safety, infrastructure, workforce development, and community development opportunities. In other words, arts, culture, and creative expression are essential to civic life.

All communities have arts and cultural expression, but in practice there are systems of power that have unequally privileged some communities over others, thus contributing to a variety of challenges including a lack of cultural resources, cultural infrastructure, systems of support, recognition, social capital and inclusion. As a result of long-standing policies, some communities, such as communities of color, low-income communities, LGBTQ, disability, rural communities and those impacted by the justice system, often receive unequal investments and fewer opportunities. These inequities must be addressed if we are to build strong and vibrant communities.

Arts, culture, and creativity are a critical component of the efforts launched by the County of Los Angeles to further equity, Board Priorities and the County Strategic Plan goals. When everyone has equal access to the benefits of the arts, the benefits will be seen in health, education, jobs, and other areas of life.

HOW WE GOT HERE: CULTURAL EQUITY AND INCLUSION

The County of Los Angeles has a long history of investing in arts and cultural experiences, including museums, civic art venues, and grants for community-based arts organizations. By transforming its long-standing Arts Commission to a new Department of Arts and Culture (Arts and Culture) in 2019, the County positioned itself to ensure that every resident has access to arts and culture, that arts organizations reflect the diversity of their communities, and that the benefits of arts and culture are integrated into all aspects of civic life, from how communities are designed to how children learn in school.

Fully committed to addressing the historical inequities in arts and cultural experiences, and to identifying strategies to resolve them, the County Board of Supervisors (Board) introduced a motion for the Cultural Equity and Inclusion Initiative (CEII) that engaged stakeholders across LA County in 2016. At the conclusion of the CEII, the Board took a bold step in April 2017 to advance cultural equity and inclusion by unanimously adopting a set of recommendations that could expand access to arts and culture for residents across LA County.

The first of those recommendations called for the development of a Cultural Policy that would focus on equity, diversity, inclusion, and access and would serve as a roadmap for how County Departments
can contribute to cultural life. This recommendation laid the foundation for a groundbreaking policy, one that would position LA County, per the CEII directive, “as a national arts leader in advancing cultural equity and inclusion in every sector of our civic lives.”

As Arts and Culture helps the County achieve its strategic goals and manage the public’s resources, the Cultural Policy provides the County of Los Angeles with a tool to address historical inequities and disinvestments by utilizing investments in arts and culture as core strategies to promote positive outcomes for the County’s residents and its communities. The Cultural Policy also provides direction for how County Departments, Commissions, and major initiatives, can collaborate, cooperate, and innovate through arts, culture, and creativity in ways that will positively contribute to cultural life for all County residents.

HOW WE DEVELOPED THE POLICY: A FIVE-PHASE APPROACH

Beginning in March 2019, Arts and Culture began a five-phase approach to develop the Cultural Policy. An important guiding value for this approach was to intentionally seek input from a broad swath of stakeholders and County leadership to ensure the policy reflected both local and national wisdom.

**Phase 1: Learn from the Cultural Equity and Inclusion Initiative**
Reflected on what was learned from the CEII process, including literature reviews, town halls, working groups, and the advisory group.

**Phase 2: Frame the Cultural Policy**
Conducted interviews with key Policy Advisors across the United States and reviewed relevant literature and research on policies and plans that promote cultural equity and inclusion.

**Phase 3: Inform the Cultural Policy**
Facilitated listening sessions with representatives from Arts and Culture’s advisory bodies, local stakeholder groups, and County Departments.

**Phase 4: Align with County Policies**
Convened LA County Departments to design and align the policy with Board and Departmental priorities.

**Phase 5: Finalize the Cultural Policy**
Integrated insights gathered from all stakeholders to craft the final Policy and worked closely with the Board of Supervisors for approval.

WHO WE ENGAGED: VOICES FROM THE FIELD

Development of the Cultural Policy would not have been possible without the diverse voices engaged throughout the process. These partners, representing various sectors of the arts ecology, included six Policy Advisors and a total of ten convenings with the following groups:

- CEII Advisory Committee
- Arts Commissioners
- Arts and Culture staff
- Public and private arts funders
- Arts and Culture grantees
- Arts service organizations
- County cultural entities such as LACMA and the Natural History Museum
- Arts for LA ACTIVATE alumnæ
- Social justice and social service organizations
- County Departments

Policy Advisors

Arts and Culture conducted interviews with nationally recognized experts Maria Rosario Jackson, Jamie Bennett, Vanessa Whang, Jessica Cusick, Holly Sidford, and Carole Rosenstein to gain their insights and expertise on key concepts, priorities, and goals that needed to be considered in the development of the Cultural Policy Framework (see Appendix 1 for Policy Advisor biographies).

Policy Advisors recommended that the Cultural Policy development process (i) engage community stakeholders, specifically those that demographically represent LA County including youth, (ii) acknowledge the historic context of the current arts landscape and the continued disparities that need to be addressed, and (iii) center the focus of the policy and the wider conversation on cultural life rather than arts because when culture is secondary, issues of race, socio-economic class, gender, sexuality also become secondary.

Additionally, the Policy Advisors identified four aspirational goals for the Cultural Policy:

1. Facilitate increased community access to arts and culture;
2. Shift attitude and understanding whereby residents see arts and culture as central to their lives;
3. Expand power and resources from large and traditional arts organizations to smaller, more representative organizations; and
4. Help residents and County Departments see arts and culture as a resource to advance cultural equity and inclusion.

Insights from the Policy Advisors were used to design the interactive stakeholder feedback sessions and County Department engagement.

Community Stakeholders and Partners

Community stakeholders and partners were engaged to help Arts and Culture develop a deeper understanding of the challenges facing community arts and culture organizations, identify where inequities exist, envision what a more equitable arts and culture ecosystem would look like, and finally, brainstorm goals and strategies for the County Cultural Policy. These engagements built on the prior work of CEII and recent engagements of communities and County Departments on the role of the arts.

As a result of this engagement, the following four thematic areas emerged:

**Focus on Equity:** Historic arts and culture inequities should be central in the design and
development of the Cultural Policy.

**Inclusion and Belonging:** Arts and culture can play a role in improving community cohesion and a sense of inclusion and belonging for residents of LA County.

**Tangible Resources:** The County can increase and diversify the resources used to support arts and culture, the Cultural Policy should ensure that the County maximizes its financial, human, and physical assets to promote cultural equity.

**Cross-sector Benefits:** The Cultural Policy should foster the civic impact of the arts and the benefits of arts and culture to across sectors, from education to health, from employment to social connections.

**County Departments on Implementation**

Arts and Culture was charged with bringing the ideas and recommendations from the stakeholder engagement sessions to the County Departments to support the design of the Cultural Policy. The Departments actively participated in three sessions that included a review of stakeholder feedback, brainstorming goals and strategies, and providing input on development of the policy.

During the final session, the Departments were invited to share their insights and reflections on what it would take to successfully implement the Cultural Policy. The following six insights were identified:

1. Departments look forward to incorporating arts and culture into their service delivery approach including by authentically engaging and collaborating with local arts and culture organizations.
2. Technical assistance and training is needed by all Departments to fully understand the range of strategies for incorporating arts and culture into service delivery approaches.
3. Departments need opportunities to learn more about how they and their staff can incorporate arts and culture into service delivery approaches.
4. Additional supports such as training, professional development, and/or funding are needed for those Departments that are ready or interested in incorporating arts and culture into their service delivery approach.
5. Bureaucratic barriers, such as contracting requirements and background check processes may need to be reviewed and modified in order to promote access to arts and culture resources.
6. Incorporating arts and culture into professional development for staff and contractors can be used to leverage the diversity of the LA County workforce, as a tool to develop internal cultural equity and inclusion strategies.
7. Arts and Culture will need resources to support policy implementation, provide guidance, coordination and technical assistance to Departments, and support opportunities for more collaborations between Arts and Culture and County Departments and a Countywide approach.

**PRIORITIES FOR THE CULTURAL POLICY**

Through our engagement with national policy experts and all groups of stakeholders, partners, and County departments, the following twelve priorities emerged:
1. **Commit to restorative, reparative, and equitable funding in communities:** Focus on historically underserved and under-resourced communities, such as small arts and cultural organizations, artists, collectives, and individual culture bearers, especially those from historically marginalized communities, e.g. communities of color, LGBTQIA+, disability, low-income, rural, indigenous, and immigrant communities.

2. **Ensure all residents have access to arts and culture:** Fund projects and community-based arts and culture institutions in decentralized communities to ensure that every LA County resident lives within one mile of an arts or culture facility in their own community. Recognize that communities have existing cultural practices, assets and cultural organizations rooted in their communities that are underserved; the goal is to expand support, recognition and funding to uplift and support their sustainability and self-determination.

3. **Support development of a diversity, equity, and inclusion infrastructure within the County:** Utilize best practices that advance diversity, equity, inclusion, and access while also supporting those efforts by other County agencies and Countywide.

4. **Integrate arts and culture:** Integrate arts and culture into the County’s strategic plan and service delivery approach as a way for all Departments to contribute and support cross-sector arts.

5. **Utilize arts and culture to address trauma and promote justice:** Focus on communities of color that have been disproportionately impacted by the criminal justice system.

6. **Shift the narrative on arts and culture:** In addition to the traditional view of the arts as primarily fine arts and what is presented on stages and museums, utilize existing data and emerging practices to commit investments within the County that promote the societal benefits of arts and culture. Additionally, highlight and support the ways County Departments have used arts and culture to support their core mission.

7. **Name structural racism and systemic oppression as root causes:** Acknowledge that the unequal investment in arts and culture funding and structural racism create inequities in arts and culture in ways that contribute to inequities in other domains such as health, education, and community well-being.

8. **Support authentic community engagement and community partnership development:** Identify partners to implement strategies that will empower community members to envision and enact cultural programs that are meaningful to them.

9. **Acknowledge and elevate Indigenous People:** Recognize Indigenous People and communities as traditional stewards of the land and their enduring contributions at County public events and ceremonial functions.

10. **Support diversity, inclusion, and belonging:** Support the development of culturally appropriate and culturally specific local programming that is County-led and/or County funded to contribute to community cohesion, participation in civic life, inclusion, and belonging at the neighborhood level.

11. **Increase the ways County can support arts and culture in assets and operations:** Maximize the use of County-owned facilities and land for arts and culture services and programming, expand access to affordable cultural and creative space, and embed artists in County Departments so that art, culture, and creativity are incorporated into practice and service delivery.

12. **Address gentrification and housing affordability:** Create policies that support local neighborhood level arts and culture and sustainable development practices in order to ensure
that land, business, and housing development decisions do not lead to community and cultural displacement.

THE CULTURAL POLICY

The values, goals, themes, and priorities that we gained from this process have thus been synthesized into a Cultural Policy built upon three pillars that can guide the County in the vision of a region in which arts, culture, and creativity are integral to every aspect of civic life for all people and communities:

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.

This Cultural Policy supports and enhances the broader work of the County of Los Angeles to achieve its mission of measurably improving the quality of life for all people and communities. It does this by recognizing, reflecting, and protecting the diverse cultural practices of LA County’s many neighborhoods and communities. Ultimately, this policy will nurture a culture within the County that values and celebrates arts, culture, and creativity and leverages arts and culture in programs, services, and strategies so that all communities can achieve their highest potential.

Following its adoption, the Department of Arts and Culture will continue to provide leadership, accountability, and coordination across County Departments and agencies to ensure arts and culture are utilized in the pursuit of goals articulated in this policy.
Appendix 1: Policy Advisors

**Jamie Bennett** is Executive Director of ArtPlace America, a 10-year national funding initiative that has invested more than $104 million to date to support and strengthen the field of creative placemaking, which ArtPlace defines as the intentional integration of arts, culture, and community-engaged design strategies into the process of equitable community planning and development. Previously, Jamie served as Chief of Staff at the National Endowment for the Arts and Chief of Staff at the New York City Department of Cultural Affairs. He has also provided strategic counsel at the Agnes Gund Foundation; served as chief of staff to the President of Columbia University; and worked in fundraising at The Museum of Modern Art, the New York Philharmonic, and Columbia College. His past nonprofit affiliations have included the Board of Directors of Art21 and the HERE Arts Center; the Foot-in-the-Door Committee of the Merce Cunningham Dance Foundation; and Studio in a School’s Associates Committee.

**Jessica Cusick** specializes in cultural planning and policy development. Jessica has more than thirty years of experience working in community development and the arts for governmental agencies, the private sector, and non-profit organizations. Key areas of expertise include municipal government, public process, and resource development, as well as public/private partnerships and neighborhood revitalization projects in which the arts play a substantive role. Clients include the cities of Fort Worth, Pasadena, and Ventura; the California Arts Council; the County of Los Angeles; the Houston Midtown Redevelopment Authority; and the Seattle Public Library, among others. She also served as Manager of the City of Santa Monica Cultural Affairs Department.

**Dr. Maria Rosario Jackson** has extensive expertise in comprehensive community revitalization, systems change, arts and culture in communities, and dynamics of race and ethnicity. She has worked widely with philanthropy and governments advising on strategy, program design, research, learning and evaluation. She is a Professor at Herberger Institute for Design and the Arts at Arizona State University. Prior, she was with Urban Institute in Washington, D.C. for 18 years. She is also a co-chair of the Advisory Committee to the Department of Arts and Culture’s Cultural Equity and Inclusion Initiative.

**Dr. Carole Rosenstein** is an associate professor of Arts Management at George Mason University and author of the textbook, Understanding Cultural Policy. Her research focuses on cultural policy, cultural democracy, diversity and equity, and the social life of the arts and culture. Trained as a cultural anthropologist, Carole has expertise in qualitative research, cross-cultural and field methods, and interpretive analysis. Her work includes the study of: museum public finance for the Institute of Museum and Library Services; arts festivals for the National Endowment for the Arts; and data on nonprofit humanities organizations for the American Academy of Arts and Science. Her writing has been published widely in academic journals including: The Journal of Arts Management, Law and Society; The International Journal of Cultural Policy; and Cultural Trends. Prior to teaching, Carole worked on the cultural policy portfolio at the Urban Institute in Washington, DC. She was a 2007 Rockefeller Humanities Fellow at the Smithsonian Institution Center for Folklife and Cultural Heritage. Carole serves on the editorial board of the Journal of Arts Management, Law and Society and was a Trustee of the Association of Arts Administration Educators from 2011-2014. She is a lifetime member of the American Folklore Society.

**Holly Sidford** is President of Helicon Collaborative, a consulting company that provides strategy development, program management, research, and facilitation for arts and cultural organizations and
funders. She has more than 25 years of experience leading nonprofit cultural and philanthropic organizations. Prior to founding Helicon, she was a Principal at AEA Consulting, an international consulting firm, where she guided organizational, program and policy planning with diverse clients. Prior to that, she was the founding President of Leveraging Investments in Creativity (LINC), a ten-year national initiative to expand support for creative artists and she spearheaded the national research and planning effort that preceded LINC’s creation. Before her work with LINC, Holly was Program Director for arts, parks and adult literacy at the Lila Wallace-Reader’s Digest Fund, and held leadership positions at the Ford Foundation, The Howard Gilman Foundation, the New England Foundation for the Arts and the Massachusetts Council on the Arts and Humanities.

**Vanessa Whang** has served as Director of Programs for California Humanities, responsible for the strategic design, development, and evaluation of programs. In New York, Vanessa consulted on cultural equity, changing demographics, and program evaluation for Doris Duke Charitable Foundation, Ford Foundation, Leveraging Investments in Creativity, and Rockefeller Philanthropy Advisors, and others. In DC, she served as Director of Multidisciplinary Arts and Presenting at the National Endowment for the Arts. Vanessa started in the field as a community cultural activist, performing arts presenter, and recording/touring musician. She serves on the boards of the East Bay Center for the Performing Arts (Richmond, CA) and The Whitman Institute (SF), a trust-based funder for social good. She is co-author of the cultural plan for the City of Oakland titled *Belonging in Oakland, A Cultural Development Plan*. 
Appendix 2: Select Works Reviewed in the Cultural Policy Process

December 10, 1948: Universal Declaration of Human Rights


November 10, 2015: Board Motion: Improving Leadership, Work Force, Programming and Audience Diversity in Los Angeles County Cultural Institutions

April 2016: County of Los Angeles 2016-2021 Strategic Plan: Creating Connections: People, Communities, Government

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November 20, 2018: Ordinance Establishing Los Angeles County Department of Arts and Culture

United States Conference of Mayors, 86th Annual Meeting, 2018: Resolution Supporting Cultural Equity


Rosenstein, Carole. Understanding Cultural Policy. Abingdon, UK: Routledge, 2018


Cultural Policy Process Document

The mission of the Los Angeles County Department of Arts and Culture is to advance arts, culture, and creativity throughout LA County. We provide leadership, services, and support in areas including grants and technical assistance for nonprofit organizations, countywide arts education initiatives, commissioning and care for civic art collections, research and evaluation, access to creative pathways, professional development, free community programs, and cross-sector creative strategies that address civic issues. To ensure that the Cultural Policy represents the needs and opportunities inherent to the County, Arts and Culture sought input from a diverse group of stakeholders.

Below is a summary list of the process and the stakeholders that were consulted:

- The Los Angeles County Department of Arts and Culture (Arts and Culture) issued an RFP and engaged the consultant firm Soluna Group to facilitate the development of a cultural policy.

- January 2019, the Director of Arts and Culture (then known as the Arts Commission) convened County department leadership to discuss the role of the arts in cross-sector work.

- February/March 2019, Arts and Culture surveyed County departments to gather information that could be used to develop the Cultural Policy.

- May 2019, Arts and Culture staff facilitated arts integration at the County Equity Summit and the Director spoke about the forthcoming Cultural Policy. As part of the Summit, arts engagement activities allowed County employees to share ideas about how arts, culture, and creativity can be used to enhance the services they provide.

- June 2019, Arts and Culture hosted 10 regional forums across the County (two in each Supervisorial District) and gathered input to inform development of the forthcoming Arts Education Regional Plan and the Cultural Policy.

- June and July 2019, the Director of Arts and Culture and Research and Evaluation team convened interviews with national experts on cultural policymaking.

- September 2019, Soluna Group convened five stakeholder sessions where input and insight from various groups was gathered building off the community input gathered from CEII, these stakeholder convenings included the CEII Advisory Committee and the Arts Commission.
October through December 2019, Arts and Culture hosted a series of three meetings with Department Heads, CEO, and senior leadership from all County departments.

December 2019, staff gathered input from the Arts and Culture Youth Advisory Council, a group comprised of diverse youth age 18-24 including formerly justice-impacted, former foster youth, and youth interested in the careers in the arts.

January 2020, Director Kristin Sakoda presented the Cultural Policy at the CEO monthly Department Head Meeting.