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County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

March 5, 2020

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

From: Sachi A. Hamai
Chief Executive Officer

COMMUNITY ENGAGEMENT SESSIONS FOR THE FORD THEATRES (ITEM NO. 10, AGENDA OF NOVEMBER 12, 2019)

On November 12, 2019, based on the amended motion from Supervisor Ridley-Thomas, the Board directed the Chief Executive Office (CEO) to revise the Ford Theatres Operating Lease with the Los Angeles Philharmonic Association (LAPA) to include provisions to allow for community input and engagement related to programming, outreach, and audience development, with the goal to keep the Ford Theatres accessible to all communities in programming and in ticket prices.

The Ford Theatres Operating Lease, Section 6.7, Programming Requirements, was revised to require that the LAPA hold community engagement sessions with local artists and interested stakeholders on or before January 31, 2020, and by September 30th of each subsequent season, to discuss outreach, program and audience development, and include recommendations on maintaining accessible and affordable ticket prices.

In addition, the Board further directed the CEO, the Directors of Parks and Recreation and Arts and Culture, or their designees, to attend these engagement sessions and report back to the Board in writing not more than 30 days after each subsequent season.

Each Supervisor
March 5, 2020
Page 2

Community Engagement Sessions

Pursuant to the Board's motion, two community engagement sessions were held by LAPA on January 22, 2020, from 6 p.m. to 8 p.m. at the Community Room at the John Anson Ford Theatre; and January 29, 2020, from 10 a.m. to 12 noon at the Choral Hall at the Walt Disney Concert Hall. Diane Burbie of The Aspire Group was hired by LAPA to assist with the planning process, make recommendations on engagement methods, guide discussions, and facilitate the sessions. The Department of Arts and Culture, the Los Angeles County Cultural Equity and Inclusion Initiative (CEII) Advisory Committee Co-Chairs, and the Arts for LA supported LAPA in planning and the engagement sessions.

At the sessions, presentations were made by LAPA staff and County representatives from Supervisor Kuehl's Office, the Executive Office of the Board of Supervisors, and the Department of Arts and Culture. Over the two sessions, 140 attendees participated representing the following stakeholders: artists (23 percent), collaborators (30 percent), audience (19 percent), staff of Ford Theatres and LAPA (21 percent), and County staff (7 percent).

The sessions included a question and answer segment, small group discussions, and online polling, wherein participants were asked to share their concerns and apprehensions as well as expectations, desires and hopes for the Ford Theatres under LAPA operation. Overall, participants advocated for greater transparency and had many questions about the future of the longstanding programs at the Ford. Participants also expressed hope that the venue would continue to be accessible and work in support of local diverse communities. Participants' comments were captured by the LAPA via text message. LAPA staff were also present during the sessions to observe participants' discussion and respond to questions.

LAPA expressed the importance of building on the Ford's history as a platform for the diverse cultural communities of Los Angeles and remaining in alignment with the principles advanced in the CEII. They continue to meet with community artists as it plans its first season at the Ford Theatres and begins to shape the venue's program and operating framework for the future.

If you have any questions, please contact me, or your staff may contact Sheila Williams at (213) 974-1155 or swilliams@ceo.lacounty.gov.

SAH:FAD:MM:
SW:GS:AB:ae

c: Executive Office, Board of Supervisors
County Counsel
Arts and Culture
Parks and Recreation



COUNTY OF LOS ANGELES
DEPARTMENT OF PARKS AND RECREATION

"Parks Make Life Better!"

Norma E. García-González, Director

October 29, 2020

TO: Supervisor Kathryn Barger, Chair
Supervisor Hilda Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hah
Supervisor Sheila Kuehl

FROM: Norma Edith García-González
Director

OPERATING LEASE WITH THE LOS ANGELES PHILHARMONIC ASSOCIATION FOR OPERATION AND MAINTENANCE OF THE FORD THEATRES (ITEM NO. 10, AGENDA OF NOVEMBER 12, 2019)

On November 12, 2019, your Board adopted a motion by Supervisor Kuehl, with a friendly amendment by Supervisor Ridley-Thomas to revise the Ford Theatres Operating Lease to include provisions to allow for community input and engagement related to programming, outreach, and audience development, with the goal to keep the Ford Theatres accessible to all communities in programming and in ticket prices and to specifically add the following language to the motion as directive 7 and to the revised Ford Theatres Operating Lease under 6.7, Programming Requirements: "The LAPA shall hold community engagement sessions with local artists and interested stakeholders on or before January 31, 2020, and by September 30 of each subsequent season, to discuss outreach, program development and audience development, to include recommendations on maintaining accessible and affordable ticket prices; and in addition, the Chief Executive Officer and the Directors of Parks and Recreation, and Arts and Culture, or their designees, shall attend these engagement sessions and report back to the Board in writing on not more than 30 days after each subsequent season." Supervisor Kuehl accepted Supervisor Ridley-Thomas' friendly amendment.

FORD COMMUNITY ENGAGEMENT 2020

Pursuant to the Board's motion, two community engagement sessions were held by the Los Angeles Philharmonic Association (LAPA) on January 22, 2020, from 6 p.m. – 8 p.m. at the Community Room at the John Anson Ford Theatre; and January 29, 2020, from 10 a.m. - 12 p.m. at the Choral Hall at the Walt Disney Concert Hall. The LA Phil met with the Director of Arts and Culture and representatives of the LA County Arts Commission and the Cultural Equity and Inclusion Initiative (CEII) Advisory Committee. LAPA hired Diane Burbie as the facilitator to assist with the planning process, engagement methods and guide the discussions of the sessions. LAPA has fulfilled the 2020 commitment, as outlined by the board motion amendment to the lease and plans to have the 2021 community engagement sessions before September 30, 2021. The required meeting to discuss the 2020 season programming with the

Director of Parks and Recreation and the Director of the Department of Arts and Culture occurred on September 28, 2020. The attached document was used in that discussion and represents the Ford online 2020 season which is occurring while the venue is closed due to the Coronavirus pandemic.

Outreach

LAPA intends to move the Artist Partnership Program artists selected for the 2020 season and three (3) existing programming commitments, all postponed due to Covid-19, into a 2021 in-person season. Based on the 2020 community engagement sessions feedback, outreach and engagement with past Artists Partnership Program (APP), artists were continued through the digital season and the collection of feedback in surveys and individual interviews of program participants. LAPA is actively engaged with connectors council members and continues to meet with past partners that reach out with inquiries. LAPA will provide updates on programming and community engagement to both the Parks and Recreation and Arts Commissioners and CEII Advisory Committee by early 2021.

Program Development

Through the digital season, the LAPA has supported artists who have previously performed at the Ford and has expanded the community of artists to include diverse communities who had not been engaged at the venue. The LA Phil has built on Ford's history as a platform for the vast and diverse cultural communities of Los Angeles. In managing Ford's operations and programming, LAPA will continue to enhance the venue's alignment with these values for future seasons.

Audience Development

LAPA staff is gathering data from the 2020 digital season to help expand and grow future Ford audiences. This data will help us strategize to continue to reach more diverse audiences and increase awareness of the Ford through cross-promotion between The Ford, The Hollywood Bowl and Walt Disney Concert Hall. The Board of Supervisors approved a motion on February 18, 2020, to confirm the 2020 Season Ford ticket prices, which did not increase from ranges as the 2019 Ford Theatres season. These same prices will be used for the 2021 season.

DPR will report back to the Board again, not more than 30 days after the end of the 2021 season.

If you have any questions, please contact Dora Nuñez at (626) 588-5355 or dhnunez@parks.lacounty.gov.

NEEG:DN:ab

c: Chief Executive Office
Los Angeles Philharmonic
Department of Arts and Culture

F **THE** **R** **D**

2020

LA Phil
GUSTAVO DUDAMEL
MUSIC & ARTISTIC DIRECTOR

Identifying the Opportunities

The Ford is a trusted resource to the artists community. Genuine engagement has reinforced our intent and goals as we take on the role of new stewards.

- **Build trust/connection with artist community and support the artist economy during a difficult year**
- **Expand the voices and partners that work with The Ford**
- **Demonstrate LA Phil's good faith to address concerns raised in community engagement sessions**
- **Connect the WDCH, Hollywood Bowl, Ford under one LA Phil umbrella**

New Ford Branding!

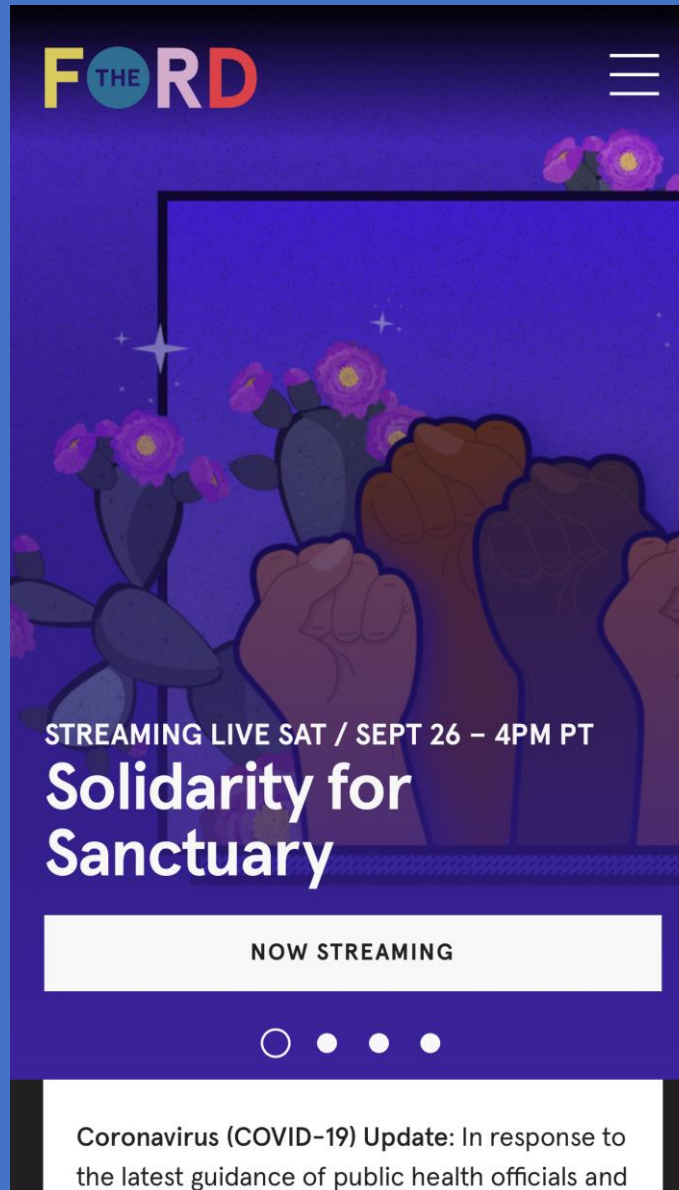


theford.com

Complete Redesign

- 100% Mobile Friendly
- Expansive Media Library
- Shareable Calendar between

The Ford, Hollywood Bowl and
Walt Disney Concert Hall



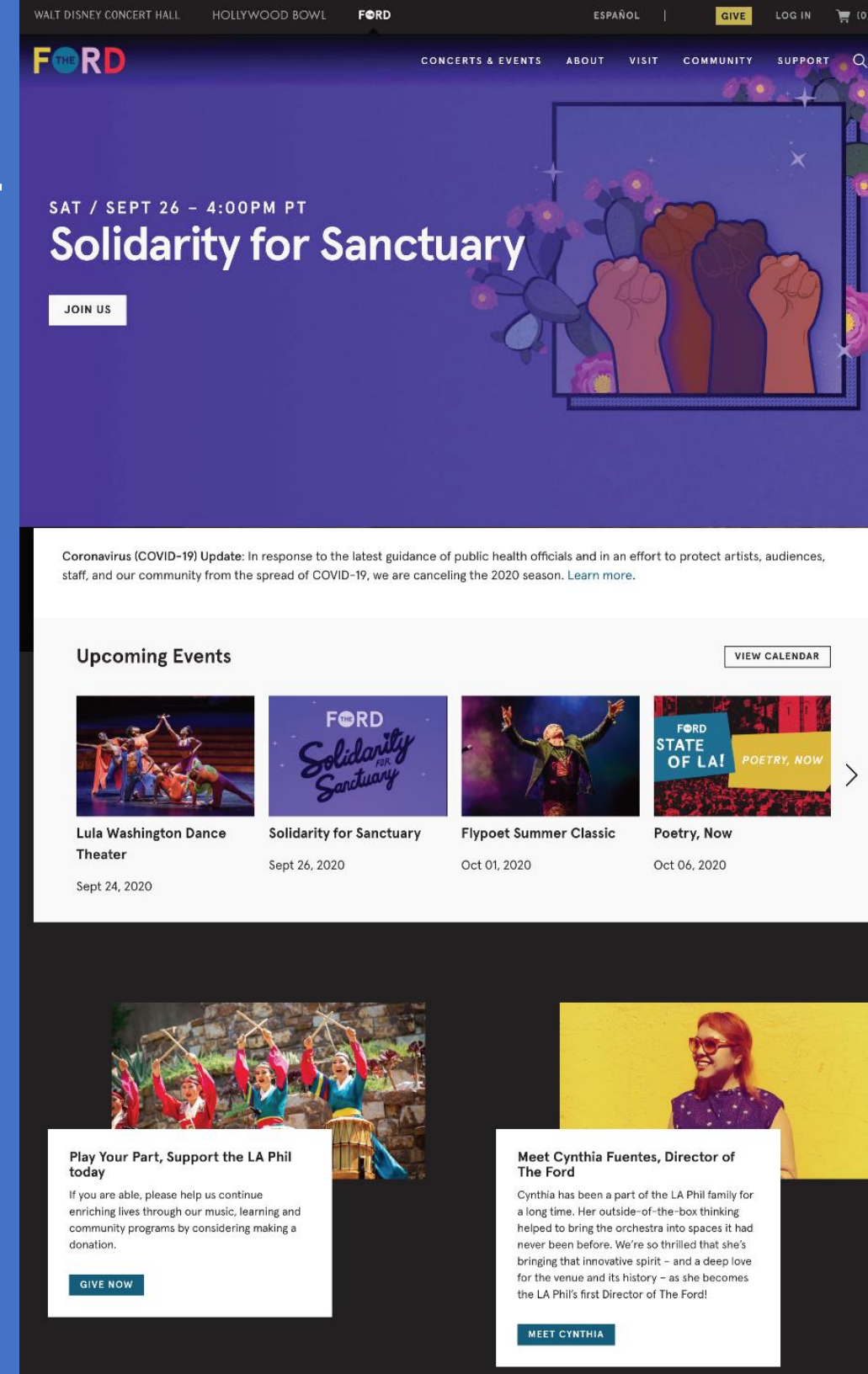
FTHE**RD**

STREAMING LIVE SAT / SEPT 26 - 4PM PT

Solidarity for Sanctuary

NOW STREAMING

Coronavirus (COVID-19) Update: In response to the latest guidance of public health officials and



WALT DISNEY CONCERT HALL HOLLYWOOD BOWL **FORD** ESPAÑOL **GIVE** LOG IN

CONCERTS & EVENTS ABOUT VISIT COMMUNITY SUPPORT

SAT / SEPT 26 - 4:00PM PT

Solidarity for Sanctuary

JOIN US

Coronavirus (COVID-19) Update: In response to the latest guidance of public health officials and in an effort to protect artists, audiences, staff, and our community from the spread of COVID-19, we are canceling the 2020 season. [Learn more.](#)

Upcoming Events

[VIEW CALENDAR](#)

Event Title	Date
Lula Washington Dance Theater	Sept 24, 2020
Solidarity for Sanctuary	Sept 26, 2020
Flypoet Summer Classic	Oct 01, 2020
Poetry, Now	Oct 06, 2020

Play Your Part, Support the LA Phil today

If you are able, please help us continue enriching lives through our music, learning and community programs by considering making a donation.

GIVE NOW

Meet Cynthia Fuentes, Director of The Ford

Cynthia has been a part of the LA Phil family for a long time. Her outside-of-the-box thinking helped to bring the orchestra into spaces it had never been before. We're so thrilled that she's bringing that innovative spirit - and a deep love for the venue and its history - as she becomes the LA Phil's first Director of The Ford!

MEET CYNTHIA

The image features a dark grey background with several overlapping geometric shapes. On the left, a yellow square is partially visible. A large blue circle overlaps the center. To the right, a light purple circle overlaps the blue one, and a red shape overlaps the purple one. The text 'FOR THE FORD' is centered horizontally. 'FOR' and 'RD' are in white, while 'THE' is in blue and contained within a white circle that overlaps the blue circle.

FOR THE FORD

From The Ford

Share curated archival footage from past performances with new introductions self recorded by partners to share their programs and favorite antidotes.

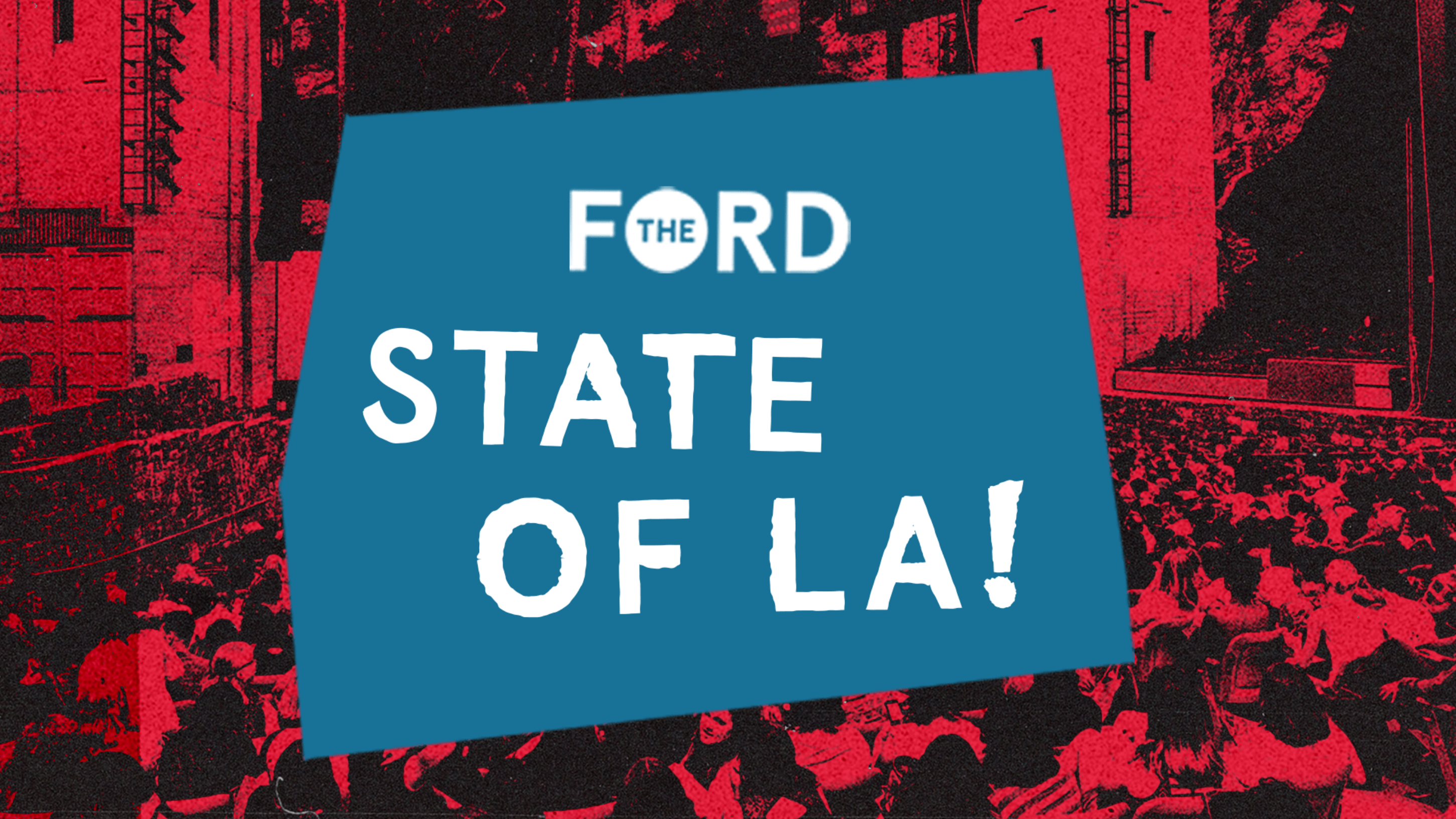
Length: 15 -20 minutes

Distribution: Thursday Evenings via Facebook Premiere

Long Archival: YouTube / theford.com

- **AUG 27** - TAIKOPROJECT – *Taiko Drumming*
- **SEP 3** - Viver Brasil – *Brazilian Dance*
- **SEP 10** - Grandeza Mexicana – *Folklorico*
- **SEP 17** - Boleros De Noche – *Latin American Balads*
- **SEP 24** - Lula Washington Dance Theatre – *Dance*
- **OCT 1** - Flypoet Summer Classic – *Spoken Word*
- **OCT 8** - Louie Vega and EOL Soulfrito 2
- **OCT 15** - Colibri: Viva La Tradicion - *Mariachi*
- **OCT 22** - Pacifico Dance Company – *Folklorico*
- **OCT 27** - Angel City Jazz Festival



A large crowd of people is gathered at a concert, with a blue overlay containing text. The background shows a dense crowd of people, some holding up phones to record. In the background, there are buildings and trees, suggesting an outdoor venue. The text is centered on the blue overlay.

FOR
THE
RD

STATE

OF LA!

State of LA!

Conversations and performances with creative collectives leading the self-made movements in Los Angeles and beyond.

Length: 40 mins moderated combo + performances

Distribution: Bi-weekly combos via Facebook Premiere

Long Archival: YouTube / theford.com / Instagram

- **SEP 22 - Sonic Solidarity** – Discuss the contemporary state of Latinx sound in L.A. as well as the need for solidarity across distinct identities and genres.
- **OCT 6 - Poetry, Now** - Discussion and readings with some of L.A.'s most prominent literary leaders about the State of Poetry in L.A. and 2020 America.
- **OCT 20 - Midnight in The Diaspora** - A summit of DJs who shape the global sounds of L.A.'s nightlife.
- **NOV 10 - Tuesday Night Project: This Is Not Just The Asian Night-** A showcase of the longest-running Asian American open mic night in the country.
- **DEC 8 - Young Queer L.A.** - A check-in on the city's queer politics as we due end of 2020 review!





FOR ARTIST REVIEW - Arturo Quiros | Poetry, Now V1 (State of LA) - 00_SOLA_103_POETRY_NOW_V1_092420



F **THE** **RD**

LA SOUNDCAPES

L.A. Soundscapes

Dive deep into the history, techniques, and culture of dance and music from across Los Angeles with some of The Ford's most beloved companies.

Targeting family audiences who attend Symphonies For Youth, Big World Fun and Jam Sessions.

Length: 35-40 min workshops

Distribution: Monthly – Sat morning - Facebook Premiere

Long Archival: YouTube / theford.com

- **SEP 12** - Versa Style (Hip Hop dance)
- **NOV 14** - Blue13 (Contemporary Indian)
- **DEC 5** - Viver Brasil (Afro-Brazilian drumming/dancing)



Craft Workshops



Go As If teamed up with network of local artists to develop complimentary social tutorial that accompany each of the programming for The Ford/LA Phil.

Length: 8-10 Minutes

Distribution: Monthly – Sat morning - Facebook Premiere

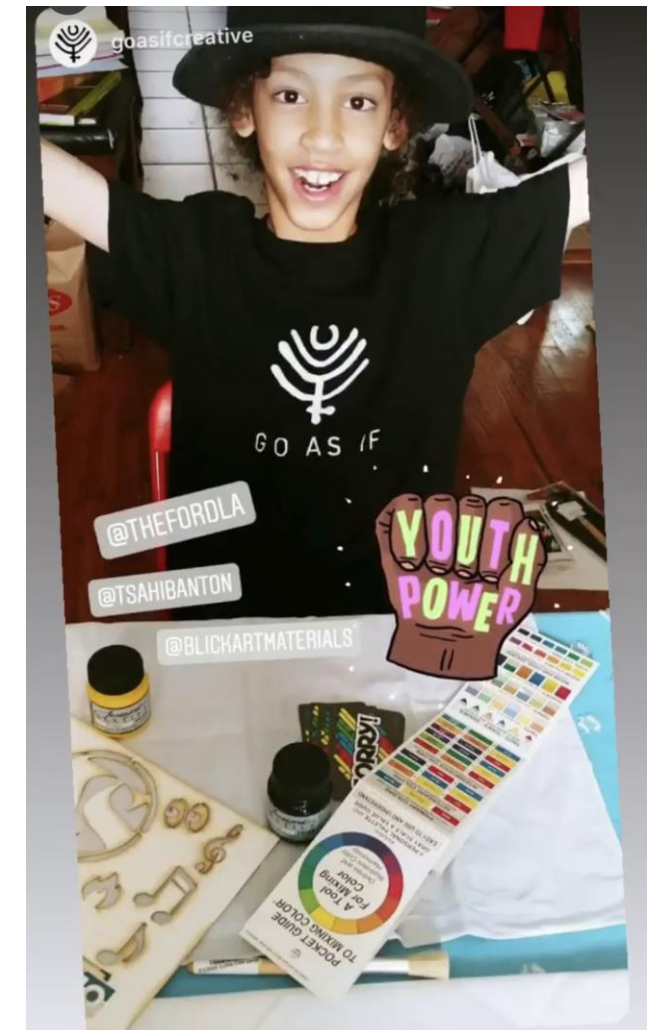
Long Archival: Instagram TV

SEP 12 - Versa Style – Jay Davis Muralist, visual artist and DJ shows us how to do a “Bandana Remix” using the values of hip-hop.

NOV 14 - Blue 13 - Nasimeh B.E.’s comics, books illustrators show us how to “Draw Your Feelings.”

DEC 5 - Viver Brasil - Steve Haney percussionist of the band Jungle Fire shows us how to make an “Analog collage.”

Bandana Remix – Jay Davis



Virtual Festivals

Curator-led, multi-disciplinary programs exploring themes, genres and communities in Los Angeles.

Four (4) 90-minute online programs distributed September-November

SEP 26 ***Solidarity for Sanctuary*** : Celebrate Latinx musicians, poets, and activists—with thought-provoking panel discussions, performances inspired by the legendary Selena.

OCT 17 ***Living Resistance***: Explores holistic health in Los Angeles inviting audiences to learn from the contemporary practitioners and activists who are making strides in the wellness of their communities.

NOV 1 ***Tovaangar Today***: A celebration of young Native artistry thru the eyes of Tongva and other California Nations

NOV 21 ***Movement Matters***: Historical contributions of the Black dance community in street dance and activism







2020 Demographics

102 Engaged Participants

- 35 Musicians/Performers*
- 31 Panelist
- 10 Curators
- 10 Poets
- 10 Artist Features
- 3 Commissioned Designers

86% of all participants live in Los Angeles County

New vs. Returning Partners

- 66% of season partners had never performed or engaged with The Ford on a professional level
- 20% of engaged artists have had a long history with The Ford

Ethnicity of Engaged Participants

	The Ford
Gender	61% Female 39% Male <i>10% Queer/Gender Non-Confirming</i>
Ethnicity	39% Hispanic / Latinx 24% African American 16% Asian 13% Native 6% Caucasian 3% Middle Eastern

- *Bands/Ensembles counted as 1, ethnicity was based on what they present*
- *Updated 10.20.2020*



COUNTY OF LOS ANGELES
DEPARTMENT OF PARKS AND RECREATION

"Parks Make Life Better!"

Norma E. García-González, Director

Alina Bokde, Chief Deputy Director

October 31, 2022

TO: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Norma Edith García-González
Director

SUBJECT: **COMMUNITY INPUT AND ENGAGEMENT: OPERATING LEASE WITH THE LOS ANGELES PHILHARMONIC ASSOCIATION FOR OPERATION AND MAINTENANCE OF THE FORD THEATRES (ITEM NO. 10, AGENDA OF NOVEMBER 12, 2019)**

On November 12, 2019, your Board adopted a motion by Supervisor Kuehl, with a friendly amendment by Supervisor Ridley-Thomas to revise the Ford Theatres Operating Lease to include provisions to allow for community input and engagement related to programming, outreach, and audience development, with the goal to keep the Ford Theatres accessible to all communities in programming and in ticket prices and to specifically add the following language to the motion as directive 7 and to the revised Ford Theatres Operating Lease under 6.7, Programming Requirements: (a) On or before September 30 of each Season, LAPA, the Director and the Director of the County Department of Arts and Culture ("Arts and Culture") will meet to discuss such current Season in connection with planning the programming for the upcoming Season, with particular focus on the Programming Requirements. (b)"The LAPA shall hold community engagement session with local artists and interested stakeholders on or before January 31, 2022, and by September 30 of each subsequent season, to discuss outreach, program development and audience development, to include recommendations on maintaining accessible and affordable ticket prices; and in addition, the Chief Executive Officer and the Directors of Parks and Recreation, and Arts and Culture, or their designees, shall attend these engagement sessions and report back to the Board in writing on not more than 30 days after each subsequent season."

FORD COMMUNITY ENGAGEMENT 2022

Pursuant to the Board's motion, one community engagement session was held by the Los Angeles Philharmonic Association (LAPA) on September 25, 2022, from 12:30 p.m. to 2:00 p.m. virtually via Zoom, as a safety measure due to Covid-19. LAPA, once again, hired Diane Burbie as the facilitator to assist with the planning process, engagement methods and guide the discussion. LAPA has fulfilled the 2022 commitment, as outlined by the board motion amendment to the lease and plans to have the 2023 community engagement sessions before September 30, 2023. The required meeting to discuss the 2022 season programming with the Director of Parks and Recreation and the Director of the Department of Arts and Culture occurred on September 26, 2022. The attached document highlights the summary of the points represented in both the Community Engagement and The Directors Meeting regarding The Ford 2022 season.

Outreach

LAPA reported highlights and findings about their continued efforts regarding outreach to artists, producers, and audiences. In their outreach efforts they introduced topline positive and challenging learnings of their engagement of local producers for FordLab Cohort 2022, as they attempt to uphold the legacy of the Artist Partnership Program, previously managed by Ford Theatre Foundation. They provided a timeline for the 2023 season and introduced the program manager. There was an express intention to continue to revisit and modify FordLab to ensure there is: an alignment of expectation with community members; capacity to help serve previous participants in Ford programming; and make space and provide more opportunities for new potential producers representing underserved voices within the county. LAPA reported on their audience engagement strategy, and demographic information to demonstrate that programs continue to engage and attract diverse audience. They also reported on the ability to utilize LAPA marketing databases and resources to benefit the outreach efforts at The Ford. Resources such as Radio Spots, Online Paid Flight Campaigns, and consultant and community outreach agencies were among those shared as directly benefiting all programs presented at The Ford while also realizing savings to the overall budget. There is an unfulfilled preexisting programming commitment which is still being considered for the 2023 season, which is the presentation of Cuban Dance company, Acosta Danza. This is a piece commissioned by the previous operators of The Ford and inherited by LAPA, which was successfully created in London and presented in Havana, Cuba at the Teatro Marti Thursday, October 6. Unfortunately, the presentation of Acosta Danza in Los Angeles on Saturday, October 8 was unable to take place due to an unexpected Visa complication and indirect impact of Hurricane Ian, forcing a delay of the presentation. Another extension may be required, and we are actively connecting with both dance company and immigration lawyers to identify a new date in the 2023 season. The Ford has continued to reach out to and engage with artists and an expanded number of cultural communities that is reflected in the make-up of the 2022 season. As a result, The Ford 2022 season included a balance of local, national, and international acts across various genres. LAPA is actively continuing dialogue with local producers and artists interested in learning details about their stewardship.

Program Development

The 2022 in-person season began on June 12, 2022 with a free event, "101 Fest." LAPA deliberately engaged in partnerships with artists and producers who have previously performed at The Ford to compliment programs developed by the internal programming team. The resulting performances were presented via FordLab, FordLab Curatorial invitations, and LA Soundscapes Family Programs. LAPA discussed Programming Guiding Principles that they consider to help guide development of their seasons. Programs throughout the season demonstrated a new array of multicultural and multidisciplinary talent, including up-and-coming Los Angeles artists along with music legends, and included accessible family programming and comedy. LAPA has built on The Ford's history as a platform for local artist and communities and has set an intention to continue providing programming that is reflective of the County of Los Angeles. In managing The Ford's operations and programming, LAPA will continue to enhance the venue's alignment with EDI values in planning future seasons.

Audience Development

As shared in outreach, with the second season of in-person events at The Ford, LAPA staff continued to measure the impact of programming on attendance and collected audience demographics to help provide an overview of the populations and communities they currently serve and where they can grow and expand. They presented information on demographic breakdown of audiences, the neighborhoods audiences are coming from, how they engage audiences through social media and a growing digital footprint. The Ford reported that their Spanish language visitors increased by 140% for this current season. This new data will help measure and inform strategy to continue to reach diverse audiences and increase awareness of The Ford. LAPA continues to lean on the expertise and resources available within their organization and is leveraging cross-promotion between audiences at the Hollywood Bowl and Walt Disney Concert Hall to the benefit of The Ford. The early research reports demonstrate an overall increase in attendance per performance without compromising accessibility or average ticket price for this second year of programming under LAPA. The Board of Supervisors approved a motion on February 18, 2020, to confirm the 2020 season Ford ticket prices, and LAPA did not ask for a price increase for 2021 or 2022. These same price ranges will be used for the 2023 season but LAPA staff are monitoring the impact of inflation on artists fees and cost to consider an increase request in the future, if needed.

DPR will report back to the Board again no more than 30 days after the completion of the 2022 season, scheduled to end on October 23, 2022.

If you have any questions, please contact Kevin Regan, Deputy Director at (626) 821-3232.

NEGG:AB:ee

Attachments


- c: Board of Supervisors, Executive Office (C. Zavala)
Parks Deputies (G. Duran-Medina, L. Muraida, M. Chong-Castillo, D. Gonzalez, S. Nemer)
Los Angeles Philharmonic (C. Fuentes)
Department of Arts and Culture (K. Sakoda)

F **THE** **R** **D**

**Ford Community
Engagement Session**

September 25, 2022

LA Phil GUSTAVO DUDAMEL
MUSIC & ARTISTIC DIRECTOR



We acknowledge the Gabrielino Tongva, Gabrielino Kizh, and Fernandeano Tataviam Nations as the traditional stewards of the land now called the Cahuenga Pass.

We honor and respect the many indigenous peoples connected to this land and express our admiration for their resilient and important cultural leaders in our region—past, present, and future.

F **THE** **R** **D**

**Ford Community
Engagement Session**

September 25, 2022

LA Phil GUSTAVO DUDAMEL
MUSIC & ARTISTIC DIRECTOR

What is the desired outcome from The Ford Community Engagement Meeting?



EDI: A Cornerstone Of Stewardship

Our Core Beliefs

- Power of Music
- Importance of EDI
- Cultural Equity
- Varied Perspectives
- Continuous Learning

Our Guiding Commitments

- Access to the Arts
- Diverse Artists, Audiences, and Arts Professionals
- Equitable Community Partnerships
- Individual Responsibility
- Company Culture
- Accountability



Creative Workforce Development

Community Residencies at The Ford: Las Fotos Project

Las Fotos Project as part of their C.E.O. - Creative Entrepreneurship Opportunities, program focused on entrepreneurial skills for future careers in the creative industry such as event photography, commercial photography, and pre/postproduction in our 2nd year of partnership.

Leni Boorstin Fellowship at The Ford (2023)

Piloting the Leni Boorstin Arts Administration Fellowship. This program offers two YOLA Alumni the opportunity to learn the ins and outs of working with the LA Phil, YOLA, and at The Ford. is intended to create a space for YOLA Alumni to think critically about the ways in which the LA Phil, YOLA and The Ford engages with community.

Composer Fellowship Program

The innovative, multi-year program offers students a high level of consistent and intensive focus on the process and production of music composition. This is a tuition-free program and applications for the 2023-2024 season open in January 2023.

Beckmen YOLA Center

The LA Phil and IATSE Local 33 training program with the objective of training youths in the areas various areas of production throughout our venues.



Programming Overview

2022 Programming Guiding Principles



Programming Vision

- Creating spaces for diverse artists to be their most imaginative and collaborative through programmatic endeavors and community engagement.

Guiding Principles

- Excellence
- Innovative
- Accessibility



Highlights

- 21-week season from June to October
- 43 events; including one (1) free event with the cross-venue celebration of the 101 Fest featuring **Gingee**; hip-hop band **Weapons of Mass Creation**; **Jimetta Rose & her choir Voices of Creation**; singer-songwriter **maye and Mereba**.
- Artists Engagement Highlights
 - **46% of the season includes LA County artists**
 - **60% of artists are new** artists to the venue and about **40% are returning to The Ford**
- In alignment with the County Cultural Policy, a continuous engagement of Native Artists.
- A balance season in genre, artist make up, and multi disciplines.
- A healthy integration of external voices, thru FordLab and curatorial invitation to ensure programming is inclusive of varied perspectives.



Beloved Artists In An Intimate Setting

Presentations/Underplays

- Devonte Hynes with LA Phil; Kamasi Washington; Ani DiFranco; Comedy Under The Stars: Mo Amer, She & Him, Best Coast

LA Favorites

- Bob Baker Marionette Theater; Chulita Vinyl Club; and Kayamanan Ng Lahi

International Artists

- !Pan-American Hoy! Silvana Estrada (Mexico); Monsieur Periné (Colombia); Babasonicos (Argentina) ; José González (Swedish)

Community Voice

Self Produced

- Tigran Hamasyan
- 20th Anniversary of Outfest Under The Stars
- 6th Annual Boleros De Noche
- Desde México: Pacífico Dance Company 30th Anniversary
- ¡Viva La Tradición! Juan Gabrielísimo

Produced in Partnership

- Our World Is a Family
- An Evening with Christopher Jackson & Wayne Brady
- ATMA
- Angel City Jazz: Luciana Souza and Vince Mendoza

Curatorial Invitation

- Neyva Sandoval: Kikincañera: Noche de Orgullo
- Gil Gastalum: Noche Cosmica
- John Hensley: Flypoet Summer Classic





Learnings

Cautious of volatile economic environment, despite a successful season, we did see some slow return of audience across the industry, and the impact on concept presentations

Continuous review of old policies and opportunity to develop new policies

Understanding resources necessary to support FordLab partners at different stages, as well as nurturing relationship and expectations

The impact of wage increases on overall budget, including expectations from seasonal workforce impacting front of house, vendors and concessions

Welcoming of new staff, return to office and sudden staff changes created a challenging start to the season

Impact of changing climate to our family programs, rehearsals, as we navigate a shine only venue



**Audience &
Engagement
at The Ford**

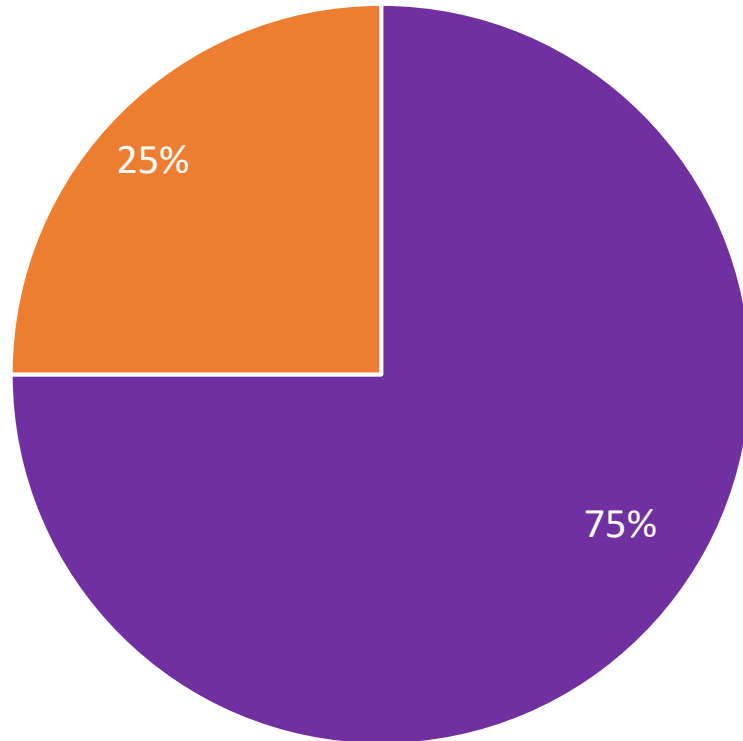
Marketing Goals



- Tickets / prices are accessible to a broad LA audience
 - Prices range from \$0 to \$115 as approved by the County
 - The 2022 season included 1 free concert and 4 low priced family concerts (kids could come free)
- Sales performance exceeded the 2021 season
 - Over 32,000 tickets have been sold so far, exceeding the 2021 total for the season
 - Including free tickets, over 37,000 tickets have been distributed with 9 concerts remaining in the season
- Audience demographics continued to become more reflective of LA County. Nine concerts by BIPOC artists are still to perform through October, so demographic diversity will continue to improve.

Venue Crossover

The Ford 2022 (to date)



Total Households:
11,108

■ Ford Attendees - Unique ■ Ford Attendees - HB/WDCH Crossover

Demographic Comparison

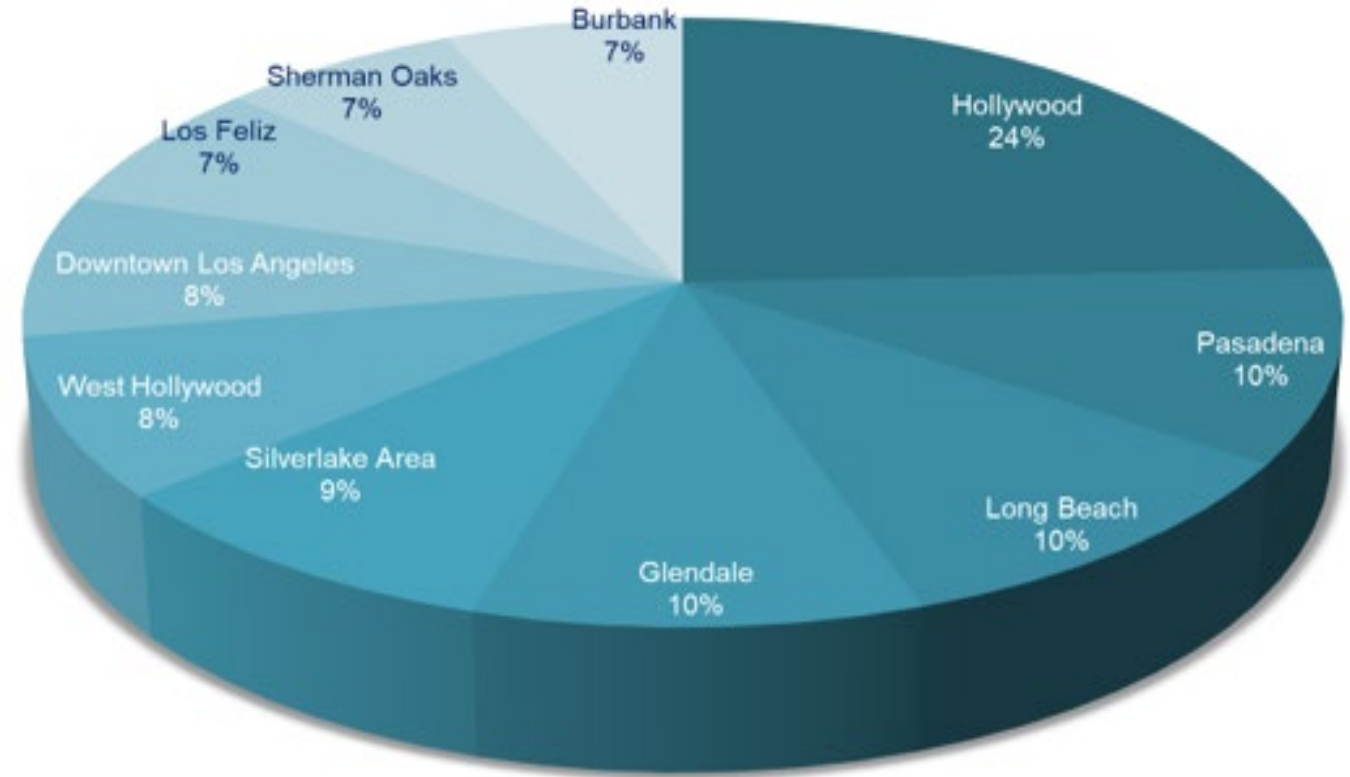
	The Ford 2022 (to date)	The Ford 2021	The Ford 2017 - 2019	Los Angeles County
Gender	49% Female 50% Male	50% Female 50% Male	56% Female 43% Male	51% Female 49% Male
Average Age	50	52	53	36*
Marital Status	45% Married	43% Married	41% Married	45% Married
Ethnicity	46% Caucasian 5% Asian 38% Hispanic / Latinx 6% African American	48% Caucasian 7% Asian 32% Hispanic / Latinx 7% African American	46% Caucasian 6% Asian 34% Hispanic / Latinx 10% African American	26% Caucasian 16% Asian 49% Hispanic / Latinx 9% African American
Education	55% College degree+	57% College degree+	55% College degree+	33% College degree+
Income	81% \$100K+	77% \$100K+	72% \$100K+	\$68K*

*Median

Geography – Top 10 Neighborhoods

- **Neighborhoods**

- Similar to Ford 2021 with a few changes:
- More people coming from Long Beach, Glendale and Pasadena
- And fewer from DTLA



The Ford 2022 (to date)

Marketing Plan

- To drive awareness, season marketing included a **print brochure** and **out of home advertising** (street banners and digital screens) as well as several high energy **videos** featuring season highlights.
- Targeting a diverse, mostly local/regional audience, we've used a mix of channels, including **radio, TV, email, social (organic and paid), cultural and promotion partnerships and community engagement.**
- For key shows this season, we've engaged a consultant to help with **LatinX PR and promotions.**
- We've continued to **leverage Hollywood Bowl and WDCH ticket buyers** with ongoing emails, targeted messaging on social channels, and in-venue screens at the Bowl.
- We've also leveraged our Hollywood Bowl partnerships (KCRW, Univision, KJAZZ, KTWV, etc.) to secure **added value media** for the Ford (totaling \$40K+ this season)



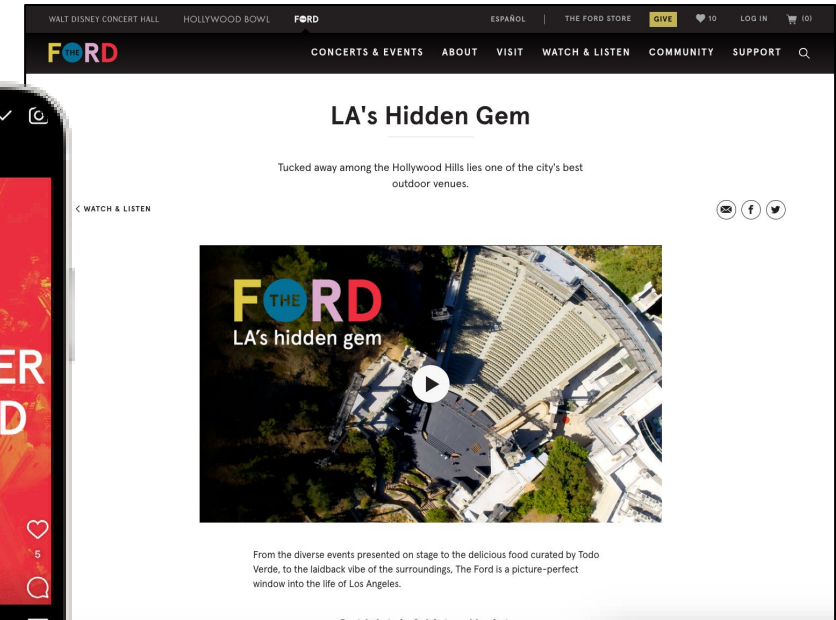
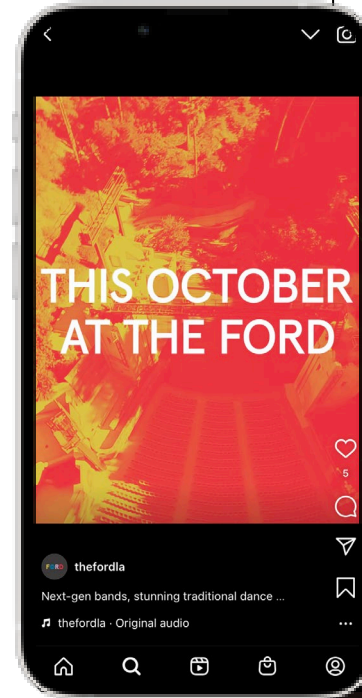
Social Engagement

- We are continuing to see follower growth and increased engagement. This can be attributed to **increased post frequency, paid campaigns, cross-venue promotion, and proactive engagement with users**. Since announcing our season on April 5:
 - Our total audience has grown by 14%
 - Facebook engagements are up 456%
 - Instagram engagements are up 61%
 - Twitter engagements are up 403%
- This year we began running **social sweepstakes** which have generated significant engagement.
 - The Kikínceañera sweepstakes is one of our top performing posts of the season with 253 likes, 85 comments.
 - In addition, we ran one for Terence Blanchard, and are planning more through October.



The Ford Content

- **Promo videos** and **performance recaps** included announcements/on-sales, genre-based and month-based promos, and key concerts to showcase breadth of programming
- Created video pieces that focused on showcasing the venue experience:
 - "A Night at The Ford"
 - "LA's Hidden Gem"
 - "What's cooking at The Ford? With Chef Jocelyn Ramirez"
- Continue to capture **b-roll from various performances** to build up our video archives for future projects



The Ford Digital

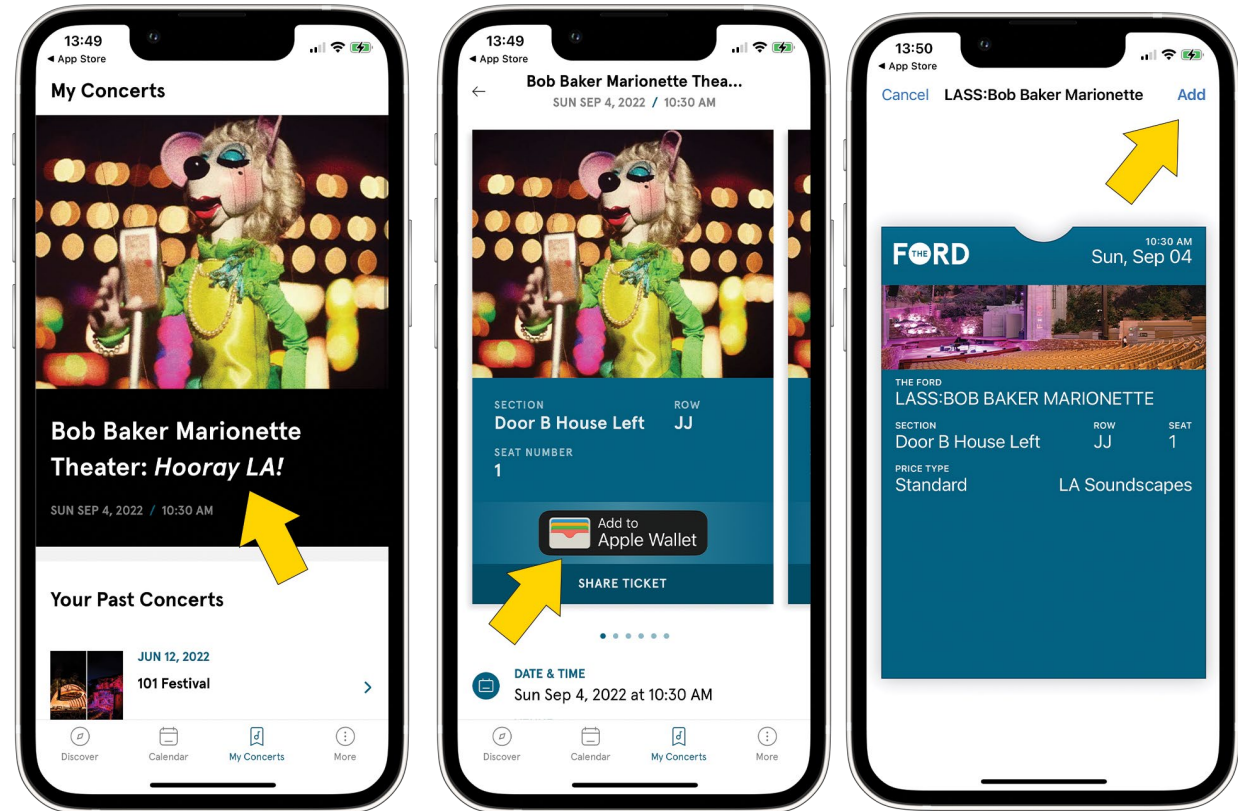


Digital Ticketing

- Sharing features for easy ticket management and distribution
- Apple Wallet and Google Pay integration
- Dynamic ticket updates for program changes
- 95% of house using digital tickets, 30k digital tickets scanned

Digital Analytics

- Web sessions: 143% increase
- Web users: 135% increase
- App users: 350% increase
- Spanish language visitors: 140% increase





**FordLab:
Producers Program**

FordLab 2022 Producing Program

- 2021 introduced pilot initiative, FordLab Producing Program, building upon Artists Partnership Program, with modifications resulting from research and insight reporting conducted in 2020.
 - Defining the goal to provide clarity in selection process.
 - Introduced three (3) levels of engagement:
 - Self Produced
 - Produced In Partnership
 - Curatorial Invitations
- 2022 Cohort, selected in 2021, applications chosen by review panel, and cohort varies from experienced to new partners producing multi-disciplinary programs. Additionally, there were invitations to participate.
- Special fund created by LA Phil to subsidize some production costs and support for supplemental expenses as needed.
- A focus on listening and learning throughout the process.



Producer Support & Insights Project: Goals and Phases

PRE-SHOW

- Supplement The Ford and LA Phil's support for FordLab producers in the run-up to their shows
 - Be a sounding board for producers to discuss questions/concerns and help them get information they need.
 - Advise producers individually on marketing and promotion, social media, and publicity strategies.
 - Depending on producer and show needs, assist with marketing and promotions, social media, and PR work.

POST-SHOW

- Gather constructive feedback from FordLab producers about their experience in the program
 - Conduct online debrief meetings with each producer and with The Ford and LA Phil staff.
 - Create and field an online survey for each producer to complete, assessing their satisfaction with program elements, their professional growth, and their suggestions for the program moving forward.

POST-SEASON

- Report on key insights, common themes, and recommendations for future seasons
 - Analyze feedback from FordLab producers and staff from The Ford and LA Phil.
 - Identify successful elements, common challenges, and opportunities to build upon the current program.
 - Provide specific, actionable recommendations for The Ford to consider implementing in 2023 and beyond.

Sounding Point: Timeline & Progress

STAGE A: PRE-SHOW

Aug – Oct 2022

Producer Support

Current State: Met with 6 producers individually to assess their needs and discuss how Sounding Point could assist. Providing marketing, promotions, and PR services and other assistance as needed.

STAGE B: POST-SHOW

Aug – Nov 2022

Debriefs & Survey

Current State: Conducted 3 debrief interviews with producers (7 remaining) and 1 with The Ford and LA Phil staff (1 remaining). Began fielding survey to producers who have completed debriefs.

STAGE C: POST-SEASON

Nov 2022

Report & Recommendations

Current State: Beginning to synthesize feedback and identify common themes and challenges.



2023 FordLab

- Applications are underway for the 2023 FordLab Cohort with this year's learnings guiding our processes.
- **Our goals** in order to best serve local producers, curators, and artists in 2023:
 - Incorporation of Sounding point as third-party capacity and partner support.
 - Addition of Letter of Intent as initial step in application process.
 - Focus on single mission and new/underrepresented partners.
- For questions about the program or application process, please email fordlab@laphil.org or visit theford.com/fordlab.



Thank you!

WALT DISNEY
CONCERT HALL

HOLLYWOOD
BOWL

THE FORD

YOLA

LA Phil GUSTAVO DUDAMEL
MUSIC & ARTISTIC DIRECTOR



COUNTY OF LOS ANGELES
DEPARTMENT OF PARKS AND RECREATION

"Parks Make Life Better!"

Norma E. García-González, Director

Alina Bokde, Chief Deputy Director

October 30, 2023

TO: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey Horvath
Supervisor Kathryn Barger

FROM: Norma Edith García-González
Director

SUBJECT: **OPERATING LEASE WITH THE LOS ANGELES PHILHARMONIC ASSOCIATION FOR OPERATION AND MAINTENANCE OF THE FORD THEATRES (ITEM NO. 10, AGENDA OF NOVEMBER 12, 2019)**

PARTNERSHIP: DEPARTMENT OF PARKS AND RECREATION AND LAPA

The County of Los Angeles Department of Parks and Recreation (DPR) has been the steward of the Ford Theater(s) (The Ford) as a park and through a management lease agreement, approved by the Board of Supervisors on November 12, 2019, and has partnered with the Los Angeles Philharmonic Association (LAPA) in the delivery of programming. DPR works closely with LAPA on the operations, maintenance, access, programming, contracting, deferred maintenance, budget, and evaluation of The Ford. DPR provides annual funding to LAPA to provide a dynamic, diverse, and inclusive array of programming for The Ford. DPR and LAPA meet monthly to address operations and programming at The Ford to advance equity and access for high-need communities.

Department staff oversees the improvements at The Ford ensuring they conform with the historic preservation and the Design Guidelines as "contributing historic structures or features" and address health and safety priorities at the facility. Additionally, LAPA partners with DPR to expand access to youth and families from high need communities by providing tickets to performances held at The Ford. This past season, LAPA provided tickets to performances which enhanced access to youth and families, many of which were attending a performance for the first time. Finally, DPR works with LAPA to ensure that community outreach is conducted to address community concerns that arise from the operations at The Ford.

On November 12, 2019, your Board adopted a motion by Supervisor Kuehl, with a friendly amendment by Supervisor Ridley-Thomas to revise the Ford Theatres Operating Lease to include provisions to allow for community input and engagement related to programming, outreach, and audience development, with the goal of keeping the Ford Theatres accessible to all communities in programming and in ticket prices and to specifically add the following language to the motion as directive 7 and to the revised Ford Theatres Operating Lease under 6.7, Programming Requirements: (a) On or before September 30 of each Season, LAPA, the Director [of DPR], and the Director of the County Department of Arts and Culture ("Arts and Culture") will meet to discuss such current Season in connection with planning the programming for the upcoming Season, with

particular focus on the Programming Requirements. (b)"The LAPA shall hold community engagement session with local artists and interested stakeholders on or before January 31, 2020, and by September 30 of each subsequent season, to discuss outreach, program development and audience development, to include recommendations on maintaining accessible and affordable ticket prices; and in addition, the Chief Executive Officer and the Directors of Parks and Recreation, and Arts and Culture, or their designees, shall attend these engagement sessions and report back to the Board in writing on not more than 30 days after each subsequent season." Supervisor Kuehl accepted Supervisor Ridley-Thomas' friendly amendment. The Chief Executive Office has delegated the authority for the report to DPR.

FORD COMMUNITY ENGAGEMENT 2023

Pursuant to the Board's motion, one community engagement session was held by LAPA on September 26, 2023, from 1:00 p.m. – 2:30 p.m. virtually via Zoom. The Aspire Group was contracted by LAPA to provide facilitation services as part of a community forum to gain input from community members and sustainability of The Ford. LAPA has fulfilled the 2023 commitment, as outlined by the board motion amendment to the lease section 6.7 (b) of the lease and plans to have the 2024 community engagement sessions before September 30, 2024, to discuss outreach, program development, audience development, and accessibility.

Additionally, the required meeting to discuss season programming with the Director of Parks and Recreation and the Director of the Department of Arts and Culture (Directors Meeting) occurred on October 4, 2023. At the Directors Meeting, the Director of the Department of Arts and Culture provided feedback including: a request to schedule future community engagement sessions to avoid Tuesday meetings of the Board of Supervisors. LAPA staff at The Ford will also work with the Department of Arts and Culture to utilize in ways that are mutually agreeable, any remaining, unspent funds carried over from the Ford Foundation, held by LAPA, in relationship to Existing Programming Funding (Ford Theatres Operating Lease Section 6.7).

The attached document highlights the summary of the points represented in both the Community Engagement and the Directors Meeting regarding The Ford 2023 season.

Attendance Reception

The 2023 Community Engagement Meeting had an overwhelming positive response from community attendees who remained engaged with the presented content and throughout the open forum and Q&A portion. The group of attendees had insightful inquiries that were delivered via chat and moderated by the Aspire Group. Key changes to the 2023 meeting included hosting the session on a weekday during regular office hours, instead of a weekend. The time change's intent was to entice more community members to join a virtual meeting during their lunch break, rather than dedicating a piece of their weekend. Our outreach efforts included strong social media and an increase in the frequency of emails to former and current artists, partners, collaborators, and community members. This resulted in approximately 75 RSVPs, an increase of 40% from the year before. On the day of the engagement, 72 people were present. Out of the participants that responded to the in-meeting survey, 14% were audience members and 28% were artists. This was an increase from 2022's 5% audience members and 9% artists. Included in this increase of attendees were new and potential FordLab program applicants who had attended FordLab 101,

a program and application informational session held earlier in the month. 91% of survey participants expressed feeling encouraged to learn more about the venue. All attendees engaged in active inquiries throughout the presentation especially around the areas of ticket access and audience demographics and outreach.

Outreach

LAPA reported highlights and findings about their continued efforts to develop pathways of access for artists, producers, and audiences. As part of strategic outreach efforts LAPA presented on three areas: *Producing Access*, *Youth Professional Development*, *Artistic Experiences via Ticket Distribution Strategy*.

In *Producing Access*, LAPA shared different presenting models of how the season is built and how they work with community producers and artists to be part of the season. The team discussed learnings from their 2022 research and shared new strategies implemented to the engagement of the FordLab cohort to emphasize capacity building for producing partners and professional development sessions. The presentation also outlined strategies for FordLab producing program incubator recruitment.

In *Youth Professional Development*, LAPA invited the Leni Boorstin Community Programming Fellow to uplift current and future pilot programs. Through partnership with local organizations, LAPA aims to broaden youth-centered career development opportunities and provide real-life experiences at The Ford. Current partnerships include Las Fotos Project's Creative Entrepreneurship Opportunities (C.E.O.). A plan was outlined for the continued exploration of two potential pilot programs to focus on engaging youth programs that focus on areas of land stewarding, and storytelling through multimedia.

In *Artistic Experiences*, LAPA provided an overview of strategies across the organization and outlined how that is represented at The Ford via their 2023 pilot program. Commitment to ticket accessibility, as outlined by the report, is an institutional priority for LAPA, and is designed to fit the goals of each venue and targeted outreach goals based on research. At The Ford, there was strategic emphasis to ensure distributing tickets to local partners across the supervisorial districts, with Los Angeles County Department of Park & Recreation, and outreach to local neighbors with the overall goal to strengthen and build access across genres, focus on multi-generational experiences, and increase familiarity and visibility for the venue. The program, in its first year, focused on developing relationships with organizations to provide the foundation for the program's future engagement. New partnerships accounted for 74% of their outreach this year, with intentionality around representation for all five supervisorial districts. New and continued partnerships focused on cultivating relationships with AAPI, African American, and LGBTQ+ audiences and community arts organizations, mental health services, senior service centers, and youth programs. These organizations will continue to be incorporated into the outreach for future years. Some of the organizations that participated in the program included Homeboy Industries, Kollab Youth, Communities in Schools Los Angeles, Chicxs Rockerxs, and Lancaster Senior Center. During the 2023 season, The Ford offered tickets for 22 out of 44 season events. They will be conducting a survey to collect information regarding satisfaction, future barriers for attending, and looking for ways to improve on outreach efforts.

Program Development

The 2023 season included sixteen (16) weeks of programming for 44 in-season events presented, including about 24 events being sold out and programs from long-time presenting partners. The Ford shared that in building the season, it took special consideration to ensure it was fulfilling its mission and goal to prioritize and engage with local artists, which made up about 70% of artists engaged in 2023. There was an emphasis on ensuring that the overall season represented diverse backgrounds and a wide range of genres from Jazz and Opera to Folklorico. There was strong consideration of the audience each performer draws. To ensure that they expand their offerings there is a continuous effort to welcome diverse audiences of all demographics, ages, sexual orientations, and cultural backgrounds.

As an example, these efforts can be seen in the booking of artists like Gabriels, with Jacob Lusk with gospel and R&B by singers from Compton; strong investment in the west coast premiere of the work jazúcar! from multilingual Los Angeles-based activist dance theatre company Contra Tiempo; and Comedy Under The Stars: Women Crush Wednesday, which highlighted some of Los Angeles's rising female and gender non-conforming comedians like Atsuko Okatsuka, Mala Muñoz, and Irene Tu hosted and curated by Salvadorian Comedian Marcella Arguello.

It also included key underplays with four (4) evenings with Neil Young, Lucinda Williams, and Jorge Drexler while still creating space for music rising stars like Doris Anahi, Lupita Infante, Laufey, Thee Sacred Souls, and Ryan Beatty. This season had record-breaking attendance with over 35,000 attendees as of September but should be reaching 44,000 by the end of the season.

Audience Development

As a follow up to past presentations, LAPA provided an overview of Audience & Engagement at The Ford. The presentation focused on specific marketing goals based on past season learnings, and the marketing plan which provided an overview of LAPA's approach to audience development through media, partnership, and online outreach strategies.

LAPA shared that their ticket prices remain accessible to a broad LA audience. Their sales performance exceeded the 2022 season significantly and the audience demographics are aligning more closely with LA County's overall demographic than LAPA's other venues. The Ford continues to have a distinct audience and although there is crossover between the audiences from Walt Disney Concert Hall and Hollywood Bowl, The Ford remains a venue that reaches a unique population of Los Angeles. The demographic comparison chart identified the shifts in audience demographic at The Ford since 2019. The top 10 neighborhoods data showed that The Ford is drawing crowds from various Los Angeles neighborhoods and shifting away from previous concentration in Hollywood. Based on feedback from the Community Engagement meeting, for the Directors Meeting, LAPA presented an audience heat map, with the intent to present a more complete representation of where Ford audiences are coming, instead of the top Zip codes. This new slide is included in the deck attached. During the overview of the Marketing Plan, the LAPA shared season strategies including printed brochures, out of home advertising, and video production with targeted distribution through social, email and other media engagements.

Facility and Operation Updates/Repairs

During the annual Directors Meeting, held on October 4, 2023, LAPA's other stewardship updates included improvements to the facility to increase venue security and improve customer and artist experience. In 2023, LAPA introduced a new food concessionaire partnership called Bodega at The Ford, building on its previous partnership of uplifting a casual, fresh street dining experience and focusing the program on local chefs. This year's offerings include Jason Kim's Forage, Mercedes Rojas' the Arepa Stand and Jason Winters' Speak Cheezy. Included in this partnership was a revamp of dynamic branding and addition of new wayfinding throughout the venue. In addition, The Ford discussed production and capital improvements for The Ford which included the purchase of an in-house back line package to minimize rentals for community partners and touring artists, replacement of audio cabling, and repair of the piano lift. Within the facility electronic access control locks were added to increase the security of backstage areas, a temporary ADA Box Office structure was built, six (6) digital menu boards at the Terrace Concession stand for Bodega were installed, and soundwall lighting and Edison Plaza light fixtures were upgraded to LEDs.

DPR will report back to the Board again no more than 30 days after the completion of the 2023 season, scheduled to end on October 28, 2023. If you have any questions, please contact Mark L. Ladd, Superintendent, at mladd@parks.lacounty.gov or 323.850.2060.

NEGG:ee

c: Board of Supervisors, Executive Office (C. Zavala)
Parks Deputies (G. Duran-Medina, L. Muraida, M. Chong-Castillo, D. Gonzalez,
S. Nemer)
Los Angeles Philharmonic
Department of Arts and Culture

Annual Community Engagement Session

September 26, 2023

*This presentation includes details only up to
September of 2023. The end of The Ford
season is slated for October 28, 2023*

F  R D

We acknowledge the Gabrielino Tongva, Gabrielino Kizh, and Fernandeño Tataviam Nations as the traditional stewards of the land now called the Cahuenga Pass.

We honor and respect the many indigenous peoples connected to this land and express our admiration for their resilient and important cultural leaders in our region—past, present, and future.



What to expect today

- **Programming Insights**
- **Access Initiatives**
 - Producing: Partnerships, FordLab
 - Youth Professional Training: Community Residencies
 - Artistic Experiences: Ticket Distribution Strategy
 - Ease of Arrival: Shuttles
- **Audience and Engagement Efforts**





**What brought you to the
Community Engagement meeting today?**

LA Phil EDI Guiding Commitments

- Access to the Arts
- Diverse Artists, Audiences, & Arts Professionals
- Equitable Community Partnerships





16 weeks | 44 shows | 24 sold-out

51% Artists reside in LA County

72% new artists | 28% returning

BODEGA at THE FORD

Adventurous, multicultural food program that centers the laidback, fresh, street dining experience for Angelenos by Angelenos

Local chef focus:

- **Speak Cheezy**
by Jason Winters
- **The Arepa Stand**
by Mercedes Rojas
- **Forage**
by Jason Kim

MarketPlace

Emphasis of local brands in the marketplace allows us to display the best of Los Angeles and Southern California brands



Neighborhood Initiatives

- Neighborhood-only engagement events
- Real-time response through our community consultant Stratiscope



Access Initiatives at The Ford

- Producing: Presenting Partnerships & FordLab
- Youth Professional Training: Community Residencies
- Artistic Experiences: Ticket Distribution Strategy
- Ease of Arrival: Shuttle Program



Producing Access: FordLab & Presenting Partnerships

FordLab Program

3rd year of producing incubator and accelerated 6-month intensive program for a range of productions with a competitive application process

Presenting Partnerships

Invitation based for local artists/producers that bring a new voice or perspective with LA Phil as a producing partner



FordLab: Recruitment & Capacity Building

FordLab Professional Development

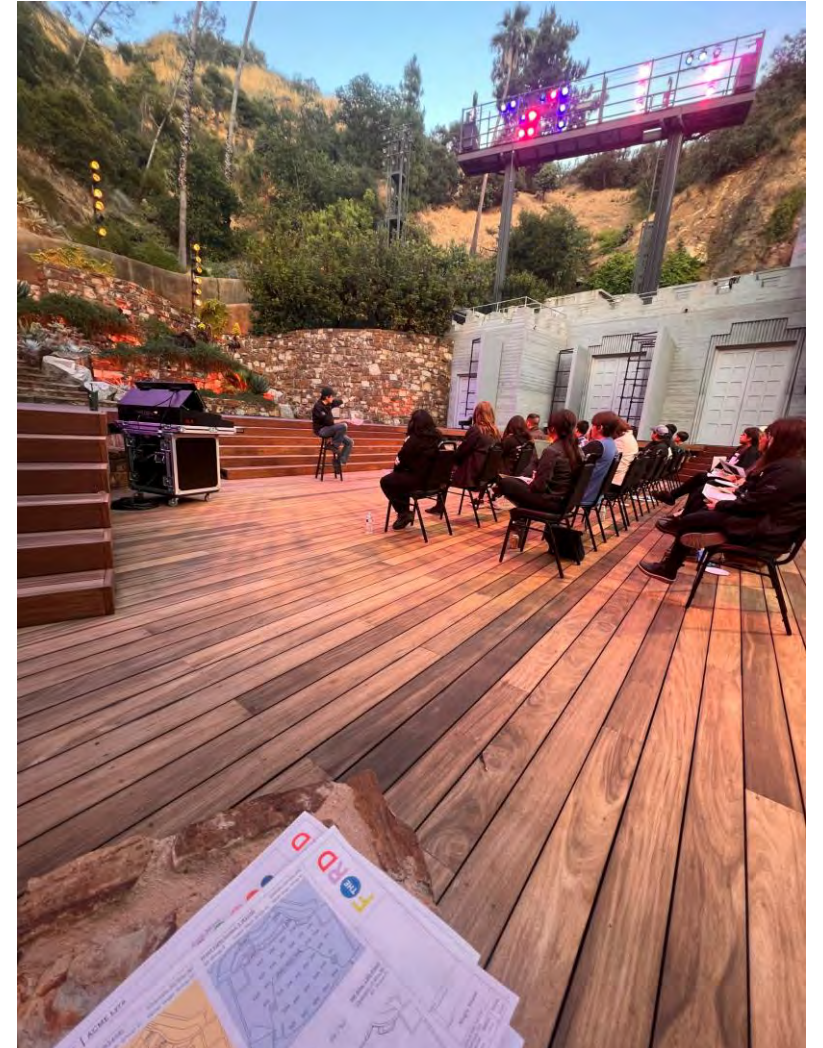
Building professional capacity, centered on areas noted by the 2022 cohort

- Developing a Grassroots Marketing Plan
- Lighting 101: Terminology and Lighting Notes

FordLab 101

Key new piece of active recruitment strategy

- Demystifying the application process
- Clarify program benefits and eligibility factors



Youth Professional Training: Community Residencies

Community Residencies exemplify the LA Phil's dedication to the communities and youth of Los Angeles.

Through partnership with local organizations, we aim to broaden youth-centered career development opportunities and provide real-life experiences.

- **Las Fotos Project's Creative Entrepreneurship Opportunities (C.E.O.)**
- **Leni Boorstin Community Engagement Fellow**



Community Residencies: The Pilots & Research



Goals

- Focus on small cohort
- Develop professional development
- Create site-specific events and digital initiatives to amplify the work

Cahuenga Regenerative Land Project:

Environmental education initiative to guide our land appreciation through scientific land surveying

What's The Vibe?:

Expanding the social series (launched in 2023) focus on podcast and video creation content that dives into the “vibe” of a program thru interviews

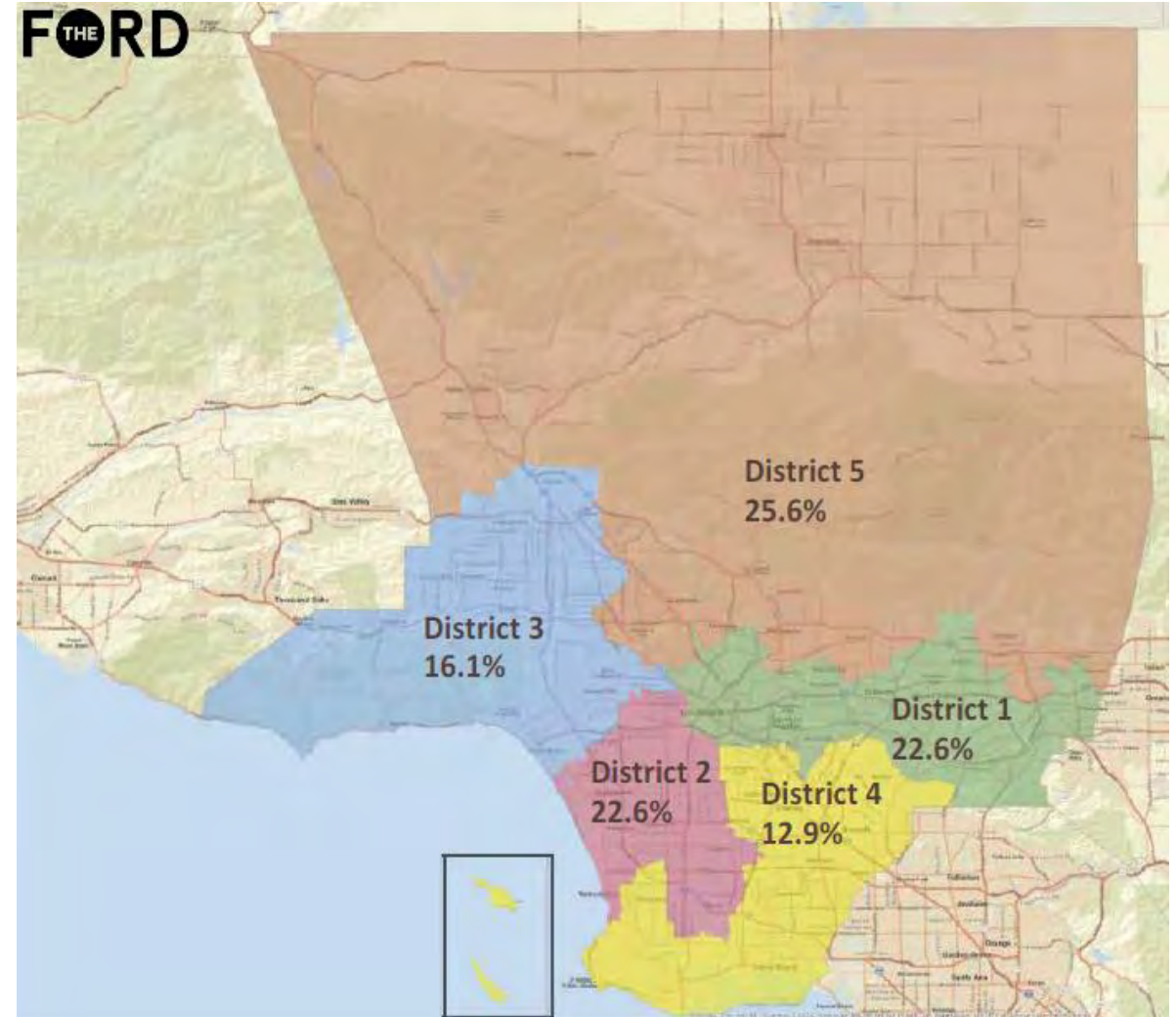
Artistic Experiences: Ticket Distribution Strategy

- Commitment to ticket accessibility runs throughout the LA Phil – WDCH, Hollywood Bowl, and The Ford
- Distributing tickets to local partners:
 - Ensures access to our diverse programming to a wider scope of LA County
 - Fosters positive neighborhood and community relationships through intentional and consistent outreach



Ticket Distribution Strategy at The Ford

- Offered tickets to 22 events out of 44
- **Distribution Targets**
 - Community Partners (Expanding)
 - Department of Parks & Recreation Centers (New)
 - Neighboring Communities (New)
- **Community Partners Organizations**
 - Returning 25.8%, New 74.2%
 - Organizations Engaged Included:
 - AAPI
 - African American
 - Community Arts
 - LGBTQ+
 - Mental Health Service
 - Senior Services Centers
 - Youth Programs





“Our volunteers LOVED the experience. They felt treated by being greeted at the parking lot, being provided a tasty meal, and of course enjoying the excellent show, Jazz Re-Evolution. The Community Access Program is a wonderful program.”

– San Dimas Nature Center & Stoneview Nature Center

Ease of Arrival: Shuttle Program

Shuttle Transit Program: 2023 Improvements

- Increased promotion
- More staffing & increased signage at locations
- 20% of audiences utilize shuttles – increased from 16.5% last year





Audience & Engagement at The Ford

Marketing Goals



- Tickets / prices are accessible to a broad LA audience
 - Prices range from \$0 to \$150 as approved by the County
 - The 2023 season included 4 low priced family concerts (kids could come free)
- Sales performance exceeded the 2022 season
 - Over 39,000 tickets have been sold, exceeding last season by 6,000 tickets
 - Including free tickets, over 42,000 tickets have been distributed
- Audience demographics aligning more closely with LA County's diversity
 - Ford 2023 data will be available at season's end (October)
 - Ten remaining concerts featuring mostly BIPOC artists set to uphold this trend

Demographic Comparison

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Average Age	53	52	53	36*
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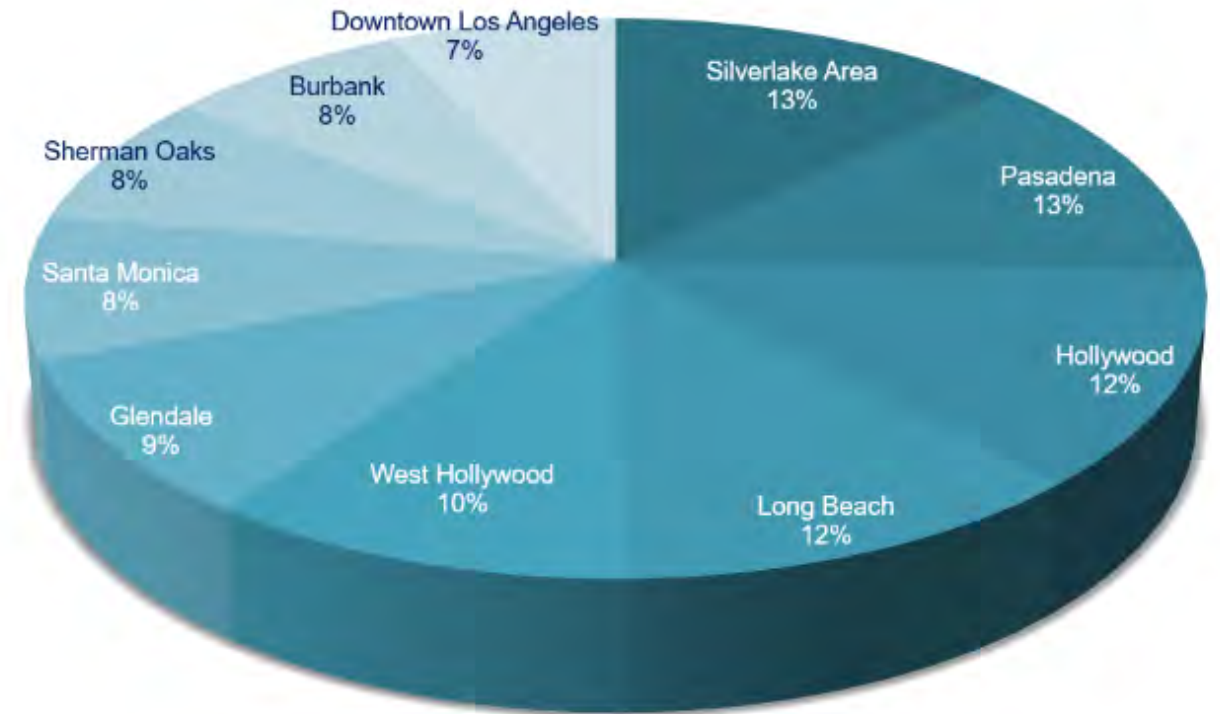
*Median

Geography – Top 10 Neighborhoods

→ Top 10 are similar to The Ford 2022

- Main changes
 - Hollywood
 - Silverlake
 - Pasadena

→ Drawing crowd from various Los Angeles neighborhoods shifting away from previous concentration in Hollywood

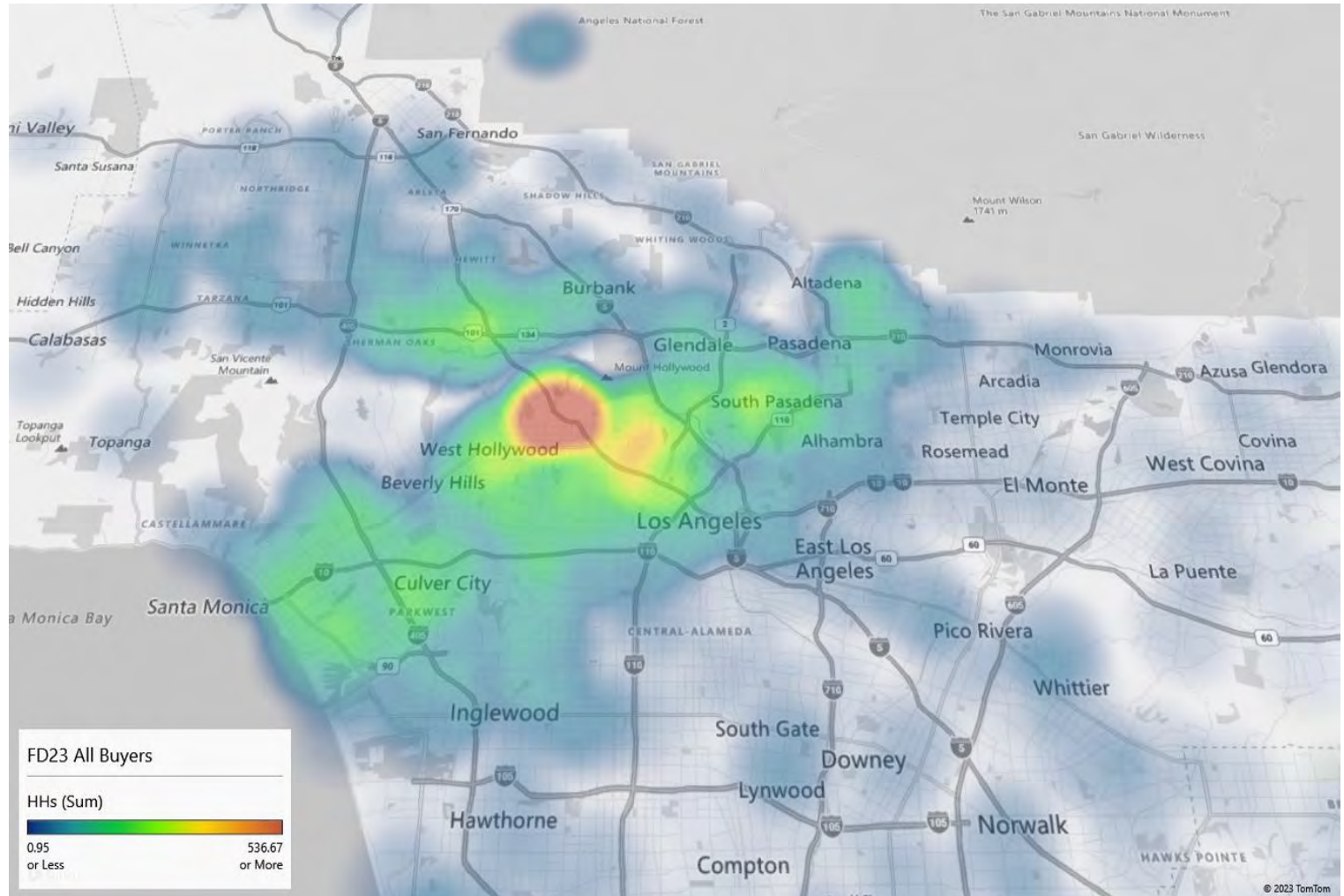


The Ford 2023 – to date.

Geography – Heat Map

NEW SLIDE

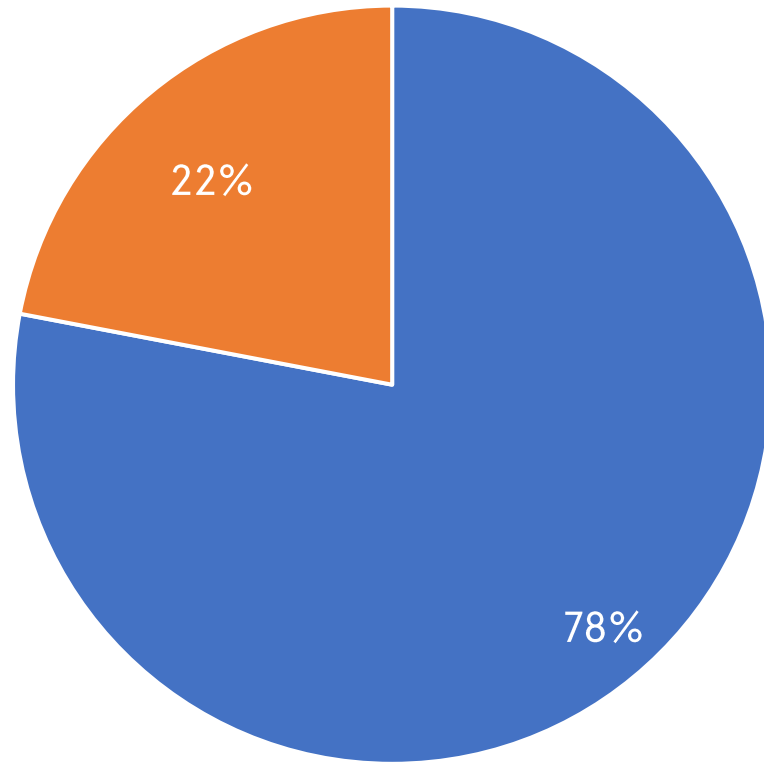
Drawing crowd from various Los Angeles neighborhoods shifting away from previous concentration in Hollywood



The Ford 2023 – to date.

Venues Crossover

The Ford 2023 – to date

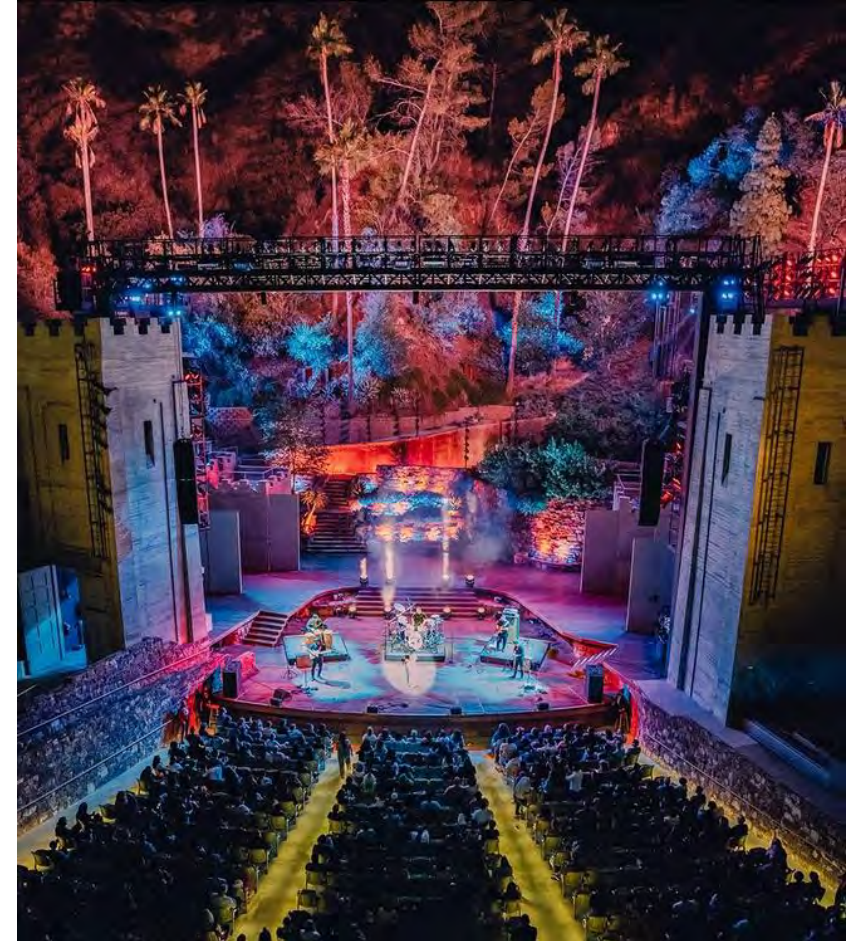


■ Ford Only ■ HB/WD Crossover

- Households: 13,000
- Unique Ford HH up 3% from the 2022 season

Marketing Plan

- To drive awareness, season marketing included a **print brochure** and **out of home advertising** (street banners and digital screens) as well as several high energy **videos** highlighting upcoming concerts throughout the season.
- Targeting a diverse, mostly local/regional audience, we've used a mix of channels, including **radio, TV, email, social (organic and paid), cultural and promotion partnerships and community engagement.**
- For key shows this season, we've engaged a consultant to help with **LatinX PR and promotions.**
- We've continued to **leverage Hollywood Bowl and WDCH ticket buyers** with ongoing emails, targeted messaging on social channels, and in-venue screens at the Bowl.
- We've also leveraged our Hollywood Bowl partnerships (KCRW and Univision) to secure **added value media** for the Ford (totaling \$45K)



Social Engagement

- Follower growth and engagement increased due to more **frequent posts, paid campaigns, cross-venue promotion, and proactive user engagement.**
- Since announcing our season on April 18:
 - Total audience grew by 19%
 - Facebook engagements increased by 1%
 - Instagram engagements surged by 167%
 - Twitter engagements rose by 34%
- We introduced two Instagram Stories series:
 - Artists to Explore: Offers genre, origin, and vibe info.
 - Artist Spotlights: Artists answer questions about themselves and their music.



The Ford Content

- **Promo videos and performance recaps** included announcements/on-sales, genre-based and month-based promos, and key concerts to showcase breadth of programming
- Created diverse videos that focused on showcasing the venue experience:
 - Laufey musical performance
 - Local Natives interview
 - Cumbia short documentary
 - Bodega chef profiles
- Continue to capture **b-roll from various performances** to build up our video archives for future projects





Contact Information

FordLab

theford.com/fordlab

fordlab1@laphil.org

General Information

theford.com

information@laphil.org



COUNTY OF LOS ANGELES
DEPARTMENT OF PARKS AND RECREATION

"Parks Make Life Better!"

Norma E. García-González, Director

Alina Bokde, Chief Deputy Director

October 31, 2024

TO: Supervisor Hilda L. Solis, Chair
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Director

SUBJECT: **OPERATING LEASE WITH THE LOS ANGELES PHILHARMONIC ASSOCIATION FOR OPERATION AND MAINTENANCE OF THE FORD THEATRES (ITEM NO. 10, AGENDA OF NOVEMBER 12, 2019)**

On November 12, 2019, your Board adopted a motion by Supervisor Kuehl, with a friendly amendment by Supervisor Ridley-Thomas to revise the Ford Theatres Operating Lease to include provisions to allow for community input and engagement related to programming, outreach, and audience development, with the goal to keep the Ford Theatres accessible to all communities in programming and in ticket prices and to specifically add the following language to the motion as directive 7 and to the revised Ford Theatres Operating Lease under 6.7, Programming Requirements: (a) On or before September 30 of each Season, LAPA, the Director and the Director of the County Department of Arts and Culture ("Arts and Culture") will meet to discuss such current Season in connection with planning the programming for the upcoming Season, with particular focus on the Programming Requirements. (b)"The LAPA shall hold community engagement session with local artists and interested stakeholders on or before January 31, 2022, and by September 30 of each subsequent season, to discuss outreach, program development and audience development, to include recommendations on maintaining accessible and affordable ticket prices; and in addition, the Chief Executive Officer and the Directors of Parks and Recreation, and Arts and Culture, or their designees, shall attend these engagement sessions and report back to the Board in writing on not more than 30 days after each subsequent season." Supervisor Kuehl accepted Supervisor Ridley-Thomas' friendly amendment.

FORD COMMUNITY ENGAGEMENT 2024

Pursuant to the Board's motion, one community engagement session was held by the Los Angeles Philharmonic Association (LAPA) on September 25, 2024, from 1:00 p.m. – 3:00 p.m. virtually via Zoom. The Aspire Group was contracted by LAPA to provide facilitation services as part of a community forum to gain input from community members and sustainability of The Ford. LAPA has fulfilled the 2024 commitment, as outlined by the board motion amendment to the lease section 6.7 (b) of the lease and plans to have the 2024 community

engagement sessions before September 30, 2024, to discuss, outreach, program development, and audience development and accessibility.

Additionally, the required meeting to discuss season programming with the Director of Parks and Recreation and the Director of the Department of Arts and Culture occurred on October 28, 2024, as is reference as Directors Meeting Below. The attached document highlights the summary of the points represented in the Community Engagement Session.

Attendance Reception

The 2024 Community Engagement Meeting had an overwhelming positive response from community attendees who remained engaged with the presented content, the open forum and Q&A portion. The group of attendees had insightful inquiries that were delivered via chat and moderated by the Aspire Group. The session, following last year's model, remained scheduled on a weekday during regular office hours, instead of a weekend, to allow more community members to join a virtual meeting during their lunch break, rather than dedicating a piece of their weekend. Our outreach efforts included strong social media, promotional partnerships with Arts for LA and LA County Department of Arts & Culture, and an increase in the frequency of emails to former and current artists, partners, collaborators, and community members. The LA Phil utilized a guest list management platform to collect and manage RSVP's. On the day of the engagement, of the 72 RSVP's, 51 people were present. Out of the participants that responded to the in-meeting survey, 41% were audience members and 14% were artists. The growth in audience members was a significant increase from 2023's meeting with only 14% audience members. During the session, selected questions from a survey created by LAPA and Aspire were used for electronic polling, with 37 respondents, while others contributed via Zoom chat. Verbal input and comments were also gathered through chat.

Outreach

As part of the presentation, the report updates related to The Ford's different programs and initiatives that are related to access for young arts professionals, producers, and audiences. Included in these efforts are *Creative Pathways & Youth Professional Development*, *Engagement with Local Producers*, and *Access Programs*.

Related to *Creative Pathways & Youth Professional Development*, the Leni Boorstin Community Programming Fellow highlighted the new Community Residencies pilot partnership program with SAMO Youth and Artemisia Nursery, which focuses on environmental stewardship at The Ford. This initiative included professional development workshops on native plant identification and hands-on experiences installing over 200 native plants on the grounds, showcasing their significant contributions. Meanwhile, the ongoing partnership with Las Fotos Project's Creative Entrepreneurship Opportunities launched a photojournalistic pilot program at the Creative Career Center, allowing photographers to create photo essays documenting the behind-the-scenes journey of select FordLab partners to the stage.

Additionally, The Ford partnered with LA Commons to pilot an apprenticeship program for young professionals interested in live-event production, where they learned from on-site professionals about venue administration and event production. LAPA's Youth Orchestra of Los Angeles (YOLA) also collaborated with IATSE Local 33 to launch the Beckmen YOLA Center Workforce Development Program, a two-year initiative where fellows shadow and train with the LA Phil

production team and union stagehands. This program emphasizes mentorship and professional development, equipping WDP Fellows with practical experience in various equipment and music genres.

Related to *Engaging with Local Producers*, The Ford provided updates on the legacy FordLab program, which supports local artists and producers, celebrating and uplifting cultural diversity. The initiative remains committed to independent artists and producers, leveraging LA Phil resources. The program includes production, sales and marketing resources to help artists bring their work to the stage, meeting the needs of producers at various experience levels.

FordLab's recruitment efforts have become more structured, with staff conducting personalized outreach and workshops to guide applicants through the process. This year, they introduced two workshops to demystify the program and process and provide clear guidance for applicants. Professional development opportunities continue to grow, with both group and individual support tailored to participants' needs. Their recruiting efforts saw a 41% increase in letters of intent, and 55 individuals have been invited to submit full applications for the program.

Additionally, FordLab partnered with advertising professionals to explore digital and social media advertising, and piloted multi-night programs with producers. Group training sessions fostered connections among participants, and a full program evaluation is underway to identify areas for improvement, including communication, financial structures, and progress toward equity, diversity, and inclusion. As The Ford refines the program, FordLab continues to clarify partnership terms and expand its recruitment efforts to engage more community-based producers and artists.

As it related to *The Ford Access Program*, The Ford shared updates on its multi-faceted efforts to increase access. Complimentary tickets were offered for 67% of the 2024 season's performances with ongoing distribution for upcoming events. Ticket Access outreach followed a three-tiered approach: distributing tickets to local neighbors, through partnership with the LA County Department of Parks and Recreation (DPR), and via community outreach through internal contacts and collaboration with Supervisorial Districts. Over 93 organizations were provided with complimentary tickets, building on the 32 organizations that attended last year. This year, organizational outreach grew by 351%, largely due to stronger partnerships with supervisorial districts and daily efforts led by a designated team member.

The most successful outreach efforts with DPR involved providing transportation and meals. The Ford's Ticket Access Community Outreach focused on organizations serving vulnerable or under-resourced populations, including those connected to social justice, the elderly, youth, Black-led, and AAPI organizations. Tickets were offered for a variety of events, such as music, dance, and film, across different days and times, allowing for greater alignment with the interests of participating organizations. Through the DPR partnership, The Ford increased multi-generational engagements, with many guests being first-time visitors.

A special mention regarding the outreach efforts for *The Just and the Blind* aimed to broaden ticket access through community contacts and collaborations, distributing tickets to various organizations and encouraging them to share the information with their members. Collaborations with Supervisorial Districts streamlined the process, while DPR reached out to impacted youth and support organizations, and Arts and Culture supported these initiatives through its Arts Intern Program and Arts Education for Impacted Youth. Overall, 49

organizations were approached, resulting in 18 requests received, as the strategy sought to ensure diverse community representation for a performance exploring themes of fatherhood and the impact of mass incarceration on families.

The Ford leadership team presented updates on their work, focusing on their commitment to leveraging the arts for community development. Cynthia Fuentes, Director of The Ford, highlighted the ongoing reassessment of The Ford's role within the LA arts ecosystem, aiming to align their programs with the county's goals of fostering social inclusion. They continuously evaluate their efforts, asking how the community engages with local artists and how they can improve, reinforcing their commitment to diversity, equity, and inclusion (DEI) goals through their cultural inclusion plan.

Program Development

This season, The Ford hosted 40 shows over sixteen (16) weeks, with five weeks remaining after the Community Engagement Session. The presentation was highlighting a diverse array of genres and cultural performances that captured the vibrant spirit of Los Angeles.

The season also celebrated African American artistry, exemplified by powerful programs like *DILLA JAZZ*, produced in partnership with Just Jazz and Fusicology, which honored the legacy of J Dilla with DJ Battlecat, Bilal, and J. Rocc. Jazz is Dead brought a genre-bending jazz experience to enthusiasts, reimagining jazz classics with a modern twist including looking at Soul, Brazilian and African Jazz legends, while family-friendly Studio Ghibli film screenings enchanted audiences under the stars. The LA Phil also uplifted that they continue to present a few underplays to bring more visibility to mainstream audience like Shawn Mendes, Willow and Finneas and reaching younger audiences. *The Just and the Blind* spotlighted issues of social justice, engaging foster youth and communities impacted by incarceration through moving storytelling and dance. This year's lineup also featured performances from the 2024 FordLab Cohort and local producers, celebrating authentic cultural expression across communities. Highlights included *100 Años de Libertad* with Grandeza Mexicana Folk Ballet Company, *Noche de Cumbia* by Cumbiatón LA, *Blue13: 100 Seconds to Midnight* from Blue13 Dance Company, *Island Woman Rise* which explored an all-evening Hip Hop program featuring Filipina rappers.

As it related to Family programming, the LA Phil continue to present a diverse range of dance, music, and theatre programs free and accessible to children, young families and multi-generational audiences. Related to addressing *Sensory Inclusion*, for adults and children, The Ford recognizing that one in four individuals have sensory need or invisible disabilities, The Ford introduced a new program focused on sensory inclusion. Due to neurodivergent individuals processing information differently, The Ford aimed to make its programs and facilities more accessible. They designed activations to engage multiple senses and incorporated sensory-focused activities involving touch, sight, hearing, and proprioception. The goal is to expand these strategies to evening programs for a broader audience.

In addition to these programs, The Ford is working to provide training for front-of-house staff, providing guidance on how to assist neurodivergent guests as they experience the venue through partnership with KultureCity, a leading nonprofit dedicated to sensory accessibility and inclusion for people with invisible disabilities and highlighting the need for effective strategies to

manage sensory overload. To address this, The Ford shared its plan to provide sensory bags with tools like headphones, light-reducing glasses, fidget devices, and other items to help individuals manage sensory overload as a piece of the KultureCity partnership.

Audience Development

The Ford shared analyses of audience data, highlighting a reflection of LA County's diverse population, and anticipating a slight increase in BIPOC and younger audience members this season. They monitor audience crossover with other venues and focus on fostering a unique audience that supports their mission. The LA Phil discussed diverse marketing efforts for The Ford, including online and broadcast advertising, email campaigns, social media, print brochures, and outdoor ads consisting mainly of street pole banners. The LA Phil also shared about The Ford's prioritization of authentic connections with cultural organizations, small businesses, and influencers through community partnerships. The LA Phil also shared about its efforts to engage audiences via email campaigns and social media at LA Phil venues, investing in photography and video to capture the concert experiences at The Ford. LA Phil's social media, especially Instagram has seen an increase of 22.8%, they have also seen increase across all other social platforms.

The Ford also emphasized audience interactions, highlighting fan interviews on their website and sharing performance footage, artist interviews, and staff insights across social platforms and local channels. The Ford shared on expansions in its public relations efforts to secure coverage in prominent outlets like TimeOut LA, We Like LA, LAist, KNBC, Los Angeles Magazine, and KCRW over the past four years. They strategically target niche audiences through local press to further promote their story and values, with outlets praising The Ford's intimate yet expansive venue experience.

Facility and Operation Updates/Repairs

The Ford has submitted Facility Fund request to DPR that focus on security, in theatre upgrades, and landscape upgrades to make the venue more California Native Plant friendly. Please note, yearly meeting that includes the Director of Parks and Recreation, Director of the County Department of Arts and Culture and Director of The Ford, was held on October 28, 2024.

DPR will report back to the Board again no more than 30 days after the completion of the 2024 season, scheduled to end on October 31, 2024. If you have any questions, please contact Mark L. Ladd, Superintendent, at mladd@parks.lacounty.gov or 323.850.2060.

NEGG:ee

c: Board of Supervisors, Executive Office (E. Yen)
Parks Deputies (G. Duran-Medina, F. Lopez, L. Muraida, R. Fox, J.Orozco, D. Gonzalez,
S. Nemer)
Los Angeles Philharmonic
Department of Arts and Culture

20
24

Community Engagement Session



FORD

Background and Introduction (Slides 1 – 2, 8)

The leadership at the Los Angeles Philharmonic (LA Phil) at the John Anson Ford Theatres (The Ford), conducted an annual public community engagement session.

Cynthia Fuentes, Director, The Ford opened the meeting, providing information about the initial impetus for this annual meeting and context for why the community's engagement is valuable to the ongoing success of The Ford. She spoke about The Ford's stewardship, including programming insights, the multiple avenues for access The Ford provides, its outreach and efforts to engage audiences, and responding to feedback from previous community engagement sessions. The Ford leadership and staff was introduced:

- Jackeline Rodriguez, Leni Boorstin Community Engagement Fellow, YOLA Alumnus
- Gaby Hernandez, Coordinator, The Ford
- Gina Leoni, Associate Director of Operations & Logistics
- Sergio Paez, Artist Venue Assistant
- Nora Brady Chief Marketing & Communication Officer, LA Phil

Diane Burbie of the ASPIRE Group facilitated this session.

Diane Burbie of The Aspire Group was contracted by The Ford to provide consulting and facilitation services.

Opening Comments from Partner Leaders (Slide 3)

Norma Edith García-González, Director of Los Angeles County Department of Parks and Recreation. As a recreation and performance venue, the department financially supports summer-long programming. Norma shared how Parks and Recreation meets monthly with The Ford staff to discuss the interests of their stakeholders. They engage eleven months of the year in what comes out of this meeting, partnering monthly to hear about user and performer experiences, and making this facility as welcoming and inclusive as possible, including investing in capital projects and maintenance.

Kristin Sakoda, Director of Los Angeles County Department of Arts and Culture Kristin described the Cultural Policy as a roadmap for advancing arts, culture, and creativity, vital to civic life. The Department funds over 600 nonprofits and partners with various sectors to ensure equity and access, including in arts education, justice systems, and underserved communities. This summer, they collaborated with groups like the Department of Youth Gang Intervention and tribal communities, focusing on making performances like "The Just and the Blind" accessible to a broader audience.

Meeting Process/Structure (Slide 4)

The meeting was structured to cover a wide range of information while allowing space for community engagement. Key objectives included providing updates on The Ford's vision, programming, and operations, sharing approaches to equity, diversity, and inclusion, and gathering feedback from community members. Topics for the meeting:

- Engagement Methods for Forum Participants
- The Work, The Season, The Evolution
- Sensory inclusion
- Creative Pathways & Youth Development
- Focus on Local Creatives
- Access to The Ford
- Who & How We Are Reaching/Marketing Overview

Engagement Methods for Forum Participants (Slide 5 and 7)

Before the forum, The Ford leadership and Aspire consultants designed a survey for feedback from invited participants, with select questions asked via electronic polling during the meeting. While 51 participants attended, 37 responded to the polls, and others used Zoom chat due to poll access issues. Verbal input and commentary were also gathered through facilitation, and the first poll asked attendees to identify across multiple categories. Results in the report reflect responses from the electronic polling conducted during the forum.

Poll questions

How do you primarily engage with The Ford? (Select all that apply) (Will not equal 100% as it is a multi-select)

- Artist – 14%
- Audience Member – 41%
- Community Stakeholder – 22%
- Arts Advocate & Culture Worker – 46%
- Government Representative - - 24%
- LAPA/Ford Staff – 27%
- Other – 11%

Have you attended a performance at The Ford since 2019?

- Yes – 84%
- No – 16%

Have you attended a Community Engagement Session before?

- Yes – 57%
- No – 43%

How likely are you to attend a performance of an artist you are unfamiliar with?

- Very likely – 11%
- Somewhat likely – 49%
- Neither likely nor unlikely – 34%
- Very unlikely – 6%

Attendee comments regarding recent performances they particularly enjoyed:

- *“I love to see dance at the Ford. Recently I saw Michelle Dorrance, and I went to the tap event the year before.”*
- *“Recently I went to an incredible bespoke performance for the stage. (Just and the Blind) One of my favorite parts was seeing how many of my friends and community members who support dance were in the house. I reconnected with my people, and I appreciate having a place that feels like that.”*
- *“The Ford is such a beautiful venue, and the multi-media performance used the entire stage area with video, music, and spoken word. The images illuminated what was being said, so the words almost came alive”*

The Ford provides access opportunities for artists to gain visibility and reach larger audiences, making insights from audience members crucial for developing effective strategies to achieve equity goals. Team members highlighted that social media efforts aim to demystify the performance experience and showcase the beauty of diverse cultural presentations. Many participants expressed appreciation for social media content that shares information about the artists, their stories, and the genres of their performances, fostering greater engagement with new artists.

- *“Media outreach is a huge factor in accessibility”*
- *“The description of the artist/performance if they have something relatable in their backstory, or compelling in their drive/mission – basically some element of their story!”*
- *“I like to explore and learn about new artists. What would make me attend would be seeing snippets of their work and learn more about their performance.”*
- *“Most of the shows I've been to at the Ford, I didn't know the artist beforehand and left liking a new artist! I think that's what makes the Ford special-- the ability to discover new talent.”*
- *“I attend for the experience if the artist is someone I am not familiar with. An invitation and recommendation have more impact with me. So knowing ABOUT the performance is key, no matter who it is.”*
- *“I attended Gabriels performance at the Ford, who was amazing! I appreciated knowing a bit about his story (he was from Compton) and had limited performance opportunities in Los Angeles County.”*
- *“Getting to know more about the artist and the genre they exist in, the background of the artist, where they come from also influences”*
- *“Recommendations from friends/family as well as the genre of the artist and descriptions and bio provided by the venue would influence likelihood of attending a show by an artist I don't know.”*
- *“Outdoor live performances are my self-care and good for my soul!”*

To assess the attendees' familiarity with The Ford's goals, participants were asked: What do you want to know to feel more connected to the on-stage initiatives? (Select all that apply)

- Demographic data of artists (16/36) 44%
- Genres and styles presented (27/36) 75%
- Overview of the entire season (24/36) 67%
- Opportunity to attend a live performance (18/36) 50%
- Successful ticket sales and attendance data (7/36) 19%
- Media and social media coverage (16/36) 44%

Clarity of The Ford's Mission and a Stage for Stories (Slide 6, 9 – 11) *Cynthia Fuentes, Director, The Ford*

Cynthia shared updates on their ongoing efforts to use the arts for community development. They regularly reassess their role in the LA arts ecosystem, aligning programs with the County's goals for social inclusion, and are proud of their cultural inclusion plan that helps achieve equity, diversity, and inclusion (EDI) goals. Community engagement is key to understanding priorities, with annual meetings fostering a sense of shared pride in The Ford's work.

During their 16-week season, with five weeks remaining, The Ford will host 40 shows, including performances by Michelle Dorrance, Grandeza Mexicana, Prateek Kuhad, and others. Family programming such as TAIKOPROJECT, attracted multigenerational audiences, while special invitations were extended to organizations supporting foster youth and youth incarceration to attend "The Just and the Blind" performance.

Family programs provide relaxed, multigenerational audience experiences, with audiences showing their support for performers. Cynthia reflected on the emotional impact of the performances, saying audience responses reaffirmed that the shows resonated deeply. "I watch every performance, and see audiences respond. Their responses reaffirm that our performances resonate."

- *"I am privileged to have seen The Marias alongside members and friends of the YOLA orchestra!"*
- *"This is Nicole Calhoun from Artemisia Nursery, one of The Ford's community partners. I've only seen one performance at The Ford so far, and this list is getting me excited to see more performances!"*
- *"Most recently: Inner Wave! Great crowd and music."*

Sensory Inclusion (Slide 12 – 13) *Gina Leoni, Associate Director of Operations & Logistics*

Gina Leoni introduced a new sensory inclusion program at The Ford, recognizing that one in four young people have sensory or invisible disabilities. The program aims to make their facilities more accessible by developing a Sensory Zone with sensory-forward activities focused on tactile,

visual, auditory, and proprioception senses. They provided tools like sensory bags containing headphones, light-reducing glasses, and fidget toys to help cope with sensory overload. They are providing marketing support and, while offering training for staff to support neurodivergent individuals. The Ford also plans to implement these strategies in evening programs and pursue certification through KultureCity, a leader in sensory accessibility.

Creative Pathways & Youth Development (Slide 13 – 17) *Jackeline Rodriguez, Leni Boorstin Community Engagement Fellow*

In 2024, The Ford continued partnerships with LA Commons and Las Fotos Project, while piloting a new program with SAMO Youth. She also introduced YOLA alumnus and Leni Boorstin fellow, Jackeline Rodriguez, who provided updates on youth development initiatives.

The pilot partnership with SAMO Youth and Artemisia Nursery focused on environmental stewardship through horticultural training, offering workshops on native plant propagation and hands-on experiences installing over 200 native plants at The Ford. This program engages neighboring communities while emphasizing the environmental benefits of native plants.

The Ford expanded its collaboration with the Las Fotos Project Creative Entrepreneurship Opportunities, allowing participants to showcase their work in professional portfolios, on The Ford's platforms, and through a backstage gallery for touring artists. In 2024, they launched a photojournalistic pilot program documenting FordLab partners' behind-the-scenes journeys, with Las Fotos capturing 42 performances over four years.

Through a partnership with LA Commons, The Ford piloted an apprenticeship program for young professionals interested in live-event production, offering hands-on training in music venue administration and event production. Meanwhile, the YOLA Workforce Development Program, in partnership with IATSE Local 33, provided fellows with paid training and professional development, equipping them with skills in lighting, equipment, and show production, with the goal of expanding future opportunities at The Ford.

Focus on Local Creatives (Slide 18 – 20) *Gaby Hernandez, Coordinator*

Cynthia and Gaby provided updates on the legacy FordLab program, which aims to elevate local artists and promote cultural diversity through its partnership with the LA Phil. This year, the program expanded its support for artists and community-based initiatives, offering a competitive six-month program focused on production, sales, and marketing to showcase new work during the summer season. They implemented a structured recruitment approach, including workshops to demystify the application process, and have seen a 41% increase in the submission of letters of intent, inviting 55 applicants to apply.

To enhance participants' skills, FordLab partnered with advertising professionals to educate them on digital social media advertising and piloted multiple-night programs with various producers. The program management is conducting a comprehensive evaluation to identify gaps in communication, financial structures, and progress towards equity, diversity, and

inclusion goals. By clarifying partnership terms, they aim to ensure that the legacy program continues to meet the needs of producing partners and artists, fostering connections through group training and ongoing professional development. A FordLab producing partner commented:

- *“Even though I've been on producing teams for many years, as a first-time, fully independent producer I'm learning a new landscape in terms of details and process that producers like me aren't usually exposed to. I'm grateful to The Ford and Phil for understanding this and seeing the importance of my growth and more importantly, the importance of seeing more of my community”*

Other questions and comments included:

- *“I'm offering that there is a new organization, now a county grantee, called Black Image Center. I'd like to recommend them as a potential partner for other photography-based opportunities.”*
- *Q: “Does the Ford consider recruiting from the groups and organizations that receive grants from the L.A. Dept of Arts and Culture?”*
 - *A: “The cohort has included grantees; we also share any opportunities that are posted with our cohort. Would love to continue to expand recruitment and awareness of the program!”*
- *Q: “Is there a link to see any upcoming shows of the community producers you mentioned that are still left to take place?”*
 - *A: <https://www.theford.com/community/perform-at-the-ford#2024-cohort>*

Access to the Ford (Slides 21–24) *Gina Leoni, Associate Director, and Sergio Paez, Artist Venue Assistant*

Gina Leoni and Sergio Paez updated attendees on The Ford’s initiatives to enhance access, revealing that 67% of performances in the 2024 season included complimentary tickets, totaling over 90 organizations reached. Their three-tiered approach involves distributing tickets to local neighbors, collaborating with the Department of Parks & Recreation, and engaging with supervisorial districts, resulting in a 351% increase in outreach compared to last year, thanks in part to Sergio's dedicated role in direct engagement.

The outreach has been particularly successful through the Parks and Recreation partnership, which offers transportation and meals, aiming to reduce attrition and bring more vulnerable populations to The Ford. They provide complimentary tickets to a diverse range of performances and programs, targeting organizations that support social justice, youth, and other under-resourced communities. Overall, targeted community outreach and support from Supervisorial Districts account for 70% of ticket distribution, with Parks and Recreation contributing nearly 20%, fostering multi-generational attendance and cultural vibrancy.

Partnership & Access

Outreach by Supervisorial District:

- Undisclosed 11%
- District 1 19%
- District 2 19%
- District 3 9%
- District 4 22%
- District 5 20%

Distribution By District

- Undisclosed 4%
- District 1 18%
- District 2 17%
- District 3 10%
- District 4 19%
- District 5 32%

The Ford's ability to offer transportation may have led to increases in attendance from SD4 and SD5.

Evaluating Program Offerings and Expanding Reach (Slides 25 – 29) *Nora Brady, Chief Marketing & Communication Officer, LA Phil*

The staff at The Ford analyzes data to better understand their audience demographics and reflect the diversity of LA County residents. They anticipate ending the season with a slightly higher percentage of BIPOC audience members and younger attendees compared to previous years, prompting ongoing adjustments to marketing strategies and program offerings. Additionally, they monitor the percentage of unique audience members at The Ford versus crossover from other venues, aiming to cultivate a distinct audience that aligns with their mission while benefiting from the broader network of over one million potential attendees across the county. Currently, approximately 70% of this year's audience is new, with a strong concentration from nearby areas as well as a draw from all districts and unincorporated regions.

Marketing Overview (Slides 30 – 32)

Nora outlined The Ford's marketing strategies aimed at diverse local audiences, which encompass online and broadcast advertising, email campaigns, social media, print brochures, and outdoor advertising like street pole banners. Additionally, they focus on outreach and collaborations with small businesses and cultural organizations, emphasizing authentic connections. The Ford also engages ticket buyers at LA Phil venues through various channels to enhance visibility and participation.

To convey The Ford's story and values, the organization invests in photography and video that capture the vibrant concert experiences, utilizing performance content, engaging b-roll, and artist interviews. Their social media, including Instagram Stories, shares real-time experiences, from pre-concert activities to the performances themselves, while audience interviews are featured on their website and social platforms. This content fosters social engagement, which has increased by 30%, with overall engagement rising by 15% this season. Over the past four years, The Ford has also strengthened its public relations presence by reaching out strategically to local press and niche outlets, showcasing its values and securing coverage from various media

sources.

- TimeOut LA
- We Like LA
- LAist AirTalk with Larry Mantle
- KNBC
- Los Angeles Magazine's Best of LA 2024: Best Outdoor Venues
- "Morning Becomes Eclectic," KCRW
- LA Times, De Los showcased our Noche de CumbiaWe Like LA
 - *"The Ford has the ideal ratio of intimacy to expanse, so we're already guessing at how special these shows will be - but the only way to really know is to be there."* - KCRW

What we did differently (Slides 33 – 35)

Expanding their efforts based on feedback from last year's community engagement session, The Ford enhanced its marketing strategies, including online advertising in LA Times Essential Arts newsletters focused on dance, and increased radio advertising by 11% to boost interest and awareness. They also expanded outdoor signage, particularly pole banners, from May to October, with strategic placements across all five districts within a fifteen-mile radius. By aligning these efforts with digital campaigns, they strengthened relationships with community partners, actively participating in events like LA Pride Festivals and CicLAvia and setting up a FordLab booth at Hollywood Bowl jazz shows. Additionally, they built influencer partnerships for concert giveaways at specialty stores and community hubs and collaborated with a dance communication consultant to connect with diverse dance audiences, including families and children. This comprehensive branding approach has fostered visibility and encouraged individuals to see themselves reflected and feel a sense of ownership in The Ford.

Showcasing our artists (Slides 36)

The Ford produced various content pieces highlighting their artists and community, including the *Noche de Cumbia* documentary, photo essays from the Las Fotos Project, and listening guides for Vibe Check and Black History Month. The programming team launched a new video series that spotlights each concert, sharing the team's excitement and insights. Additionally, the digital team developed "Find it at The Ford" online and print quizzes to help audiences discover their next concert. They also created an Enhanced Venue Guide containing essential information, such as tips for getting to the venue, dining and picnicking options, and details on family-friendly concerts.

Accessibility and Access (Slide 37)

The Ford actively monitors its progress in supporting audiences, enhancing accessibility, and ensuring that all Angelenos can enjoy its offerings. To help audiences discover interesting content, they have improved language accessibility, providing media assets in preferred languages and multilingual support at the venue. The Ford's website adheres to WCAG 2.0 level AA standards while integrating new Google features for enhanced accessibility.

Additionally, they developed content highlighting transportation options, such as shuttle services and parking details, to showcase The Ford's accessibility across Los Angeles. They launched the 2024 season with complete fee transparency, well ahead of required legislation, including suggestions for low-cost engagement. This year will also see a redesign of their foundational website for all LA Phil venues, with participants raising questions about how ticket pricing affects accessibility and expressing interest in learning more about low-cost options for attending events. Gina Leoni pointed to the link for connecting us with organizations for Ticket Access: <https://laphil.tfaforms.net/5057108>

- *“Maria from Grandeza Mexicana, we presented this past Aug and we would like to Thank the Ford and all the Staff for making our experience at The Ford an amazing experience.”*
- *Q: “Ticket affordability has always important aspect for participation. are there pay-what- you-can tickets or other similar ticket access programs?”*
 - *A: “In addition to Ticket Access efforts for complimentary tickets, we have offered many groups (many schools in particular) with various discount codes, often 50% off! Pay- what-you-can tickets are definitely something we can look into!”*
 - *A: “Thank you for your question, we have tickets as low as \$10 as well as free for children 12 and under.”*

Overall Sentiments *Facilitated by Diane Burbie*

Diane Burbie brought the meeting to a close asking participants to reflect on these questions:

- To what degree are you aware of these being The Ford’s core values?
- To what degree do you see these goals reflected in the work being done at The Ford?
- Is there something missing that they have yet to consider?

The following comments were shared verbally or via chat:

- *“Increasing people’s interest in that range of programs at [The Ford], a number of which are beyond what their previous experience has included. Concerts feature songs in languages other than English. (Happens at the Bowl too.) Help those of us who may not be familiar with the intent or emotion of at least some of the songs, have them shared in some form or other, in English?”*
- *“Bravo to family access!”*
- *“Love the new program videos!”*
- *“Phenomenal outreach!”*
- *“Relationship with LA County Parks has deepened over time for this initiative and others.”*
- *Q: “I notice the strong participation from arts stakeholders, and wondered if there were another forum for neighbors.”*
 - *A: “Neighbors can offer feedback directly through Stratiscope. We held a well- attended neighborhood Happy Hour. This session has been publicized through emails, social media and Stories, and the Ford website.”*

Closing polls

A series of closing poll questions were asked to help design the session for next year.

To what extent did this meeting provide the information and insights you desired? (Single choice)

- Greatly – 80%
- Adequately – 20%
- Somewhat – 0%
- Not enough – 0%

What factors contribute to your feeling of connection to The Ford's work? (Select all that apply)

- Attending performances – 68%
- Data on who is performing and attending performances – 64%
- Reports from staff about accomplishments and challenges – 50%
- Learning about the values that drive decision-making – 50%
- Hearing from others about their experiences with The Ford – 59%
- Receiving updates and information from The Ford – 45%
- Media coverage and social media presence – 36%

This year, leadership and consultants extended the meeting from 1.5 hours to 2 hours based on topics and questions raised at previous meetings. Some participants noted that they were not able to clear two hours in their schedules, while others were able to remain for the full session.

How do you feel about the length of this meeting?

- Too long – 64%
- Just right – 36%
- Too short – 0%



Community Engagement Session

SEPTEMBER 2024



1

Kawé'nga Cahuennga

A PLACE OF MOUNTAINS

We acknowledge the Gabrielino Tongva, Gabrielino Kizh, and Fernandeño Tataviam Nations as the traditional stewards of the land now called The Ford. We honor and respect the many indigenous peoples connected to this land and express our admiration for their resilient and important cultural leaders in our region—past, present, and future.

The Ford is a County of Los Angeles Parks and Recreation performance venue operated by LA Phil.



2



3

Opening Dialogue

Your Current Relationship with The Ford

Provide Clarity Around Our Mission

Familiarity with Our Goals

The "THE FORD" logo is located in the bottom right corner of the slide.

4

Your Relationship with The Ford:

Understanding what makes participants feel engaged allows us to serve the community better.



5

Approach



Cultural Equity & Inclusion

The Ford's role in LA County's larger arts ecosystem reflects its commitment to cultural equity, community engagement.

Creative Pathways & Youth Development

Strategies like creative career pathways for youth resonate with The Ford's apprenticeship programs.

Focus on Local Creatives

Expanding support for artists and community-based programming mirrors FordLab's mission to elevate local artists

Community Identity & Audiences

Expanding support for artists in civic spaces and community-based programming mirrors FordLab's mission to elevate local artists



6

What to Expect Today

2024 Season

Sensory Inclusion & KultureCity

Community Residencies Youth & Adult Professional Training

FordLab & Programming Partnerships

Ticket Access: Partnerships & Outreach

Audiences Outreach & Engagement



7



Jackeline Rodriguez
LENI BOORSTIN COMMUNITY
ENGAGEMENT FELLOW



Gaby Hernandez
COORDINATOR, THE FORD



Gina Leoni
ASSOCIATE DIRECTOR OF
OPERATIONS & LOGISTICS



Nora Brady
CHIEF MARKETING &
COMMUNICATION OFFICER



8

Clarity of The Ford's Mission:

Community Engagement feedback
is crucial in helping us understand
community priorities

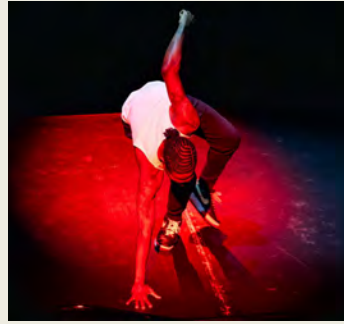


9



2024 Season

ONLY IN LA.
ONLY AT THE FORD.



FTHE**RD**

10



A Stage For Stories



F^{THE}ORD

11

Sensory Zone



1 in 4
individuals have a
sensory need or an
invisible disability

F^{THE}ORD

12

Sensory Zone

Opportunities for Neurodivergent Youth Engagement In family programing

Implementation of sensory forward activities around Tactile, Visual, Auditory and Proprioception dedicated Zone.

Work towards implement for a broader age target during evening programs

KultureCity Engagement and Venue Certification



13

Community Residencies: Youth /Adult Professional Training



14



15

Building a Portfolio:

Creative Entrepreneurship Opportunities

Our social-enterprise and apprenticeship program
Where our young photographers can see their work on socials, website, brochures and on a rotating backstage gallery at The Ford.

Creative Career Center

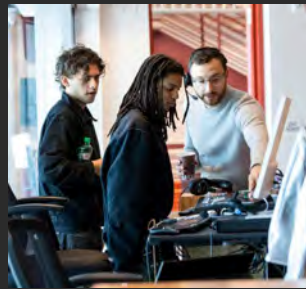
Piloting Photojournalist collaboration with photographers/writers and FordLab Partners to detail their behind-the-scenes journey to the stage.



16

IATSE Local 33 The Beckmen YOLA Center Workforce Development Program

- Job shadowing and training from LA Phil Production Team and IATSE stagehands
- Paid training hours
- 401k contributions, Pension Plan contribution and Health and Welfare Benefits through IATSE



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FordLab & Community Producers



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FordLab & Community Producers



Recruitment & Cross County Outreach

Fostering Connection

Values and Priorities Alignment

Professional Development

Evaluation and Feedback



19

FordLab & Community Producers

“Even though I’ve been on producing teams for many years, as a first-time, fully independent producer I’m learning a new landscape in terms of details and process that producers like me aren’t usually exposed to. I’m grateful to the Ford and Phil for understanding this and seeing the importance of my growth and more importantly, the importance of seeing more of my community on stage and in the seats.”

Kat Carrido Bonds
Island Woman Rise, AKB Media



20

Ticket Access: Partnerships & Outreach



The Ford offered tickets to 26 out of 40 (67%) performances in the 2024 Season.

Partners & Process

- Neighborhood Distribution
- Department of Parks & Recreation Partnership
- Internal Efforts and Partnership with Supervisorial Districts

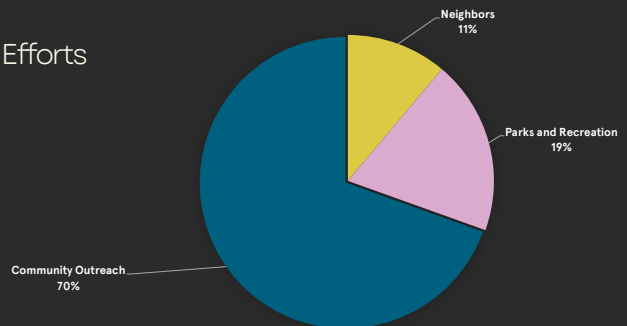
Goal Alignment:

- In 2024, organizational outreach increased by 351% , largely due to the engagement of County

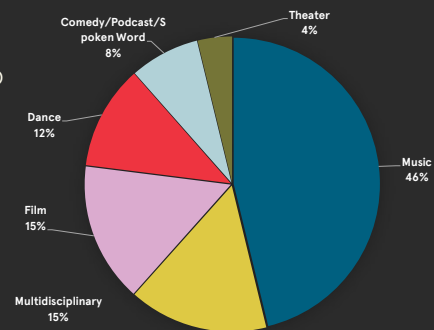


Ticket Access: Partnerships & Outreach

Outreach Efforts



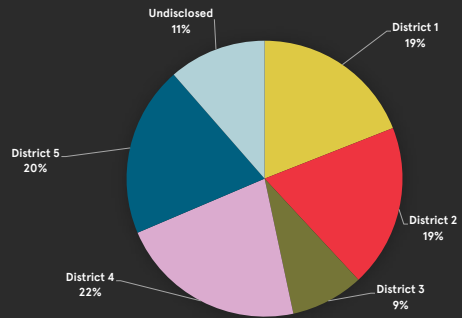
What They Came to



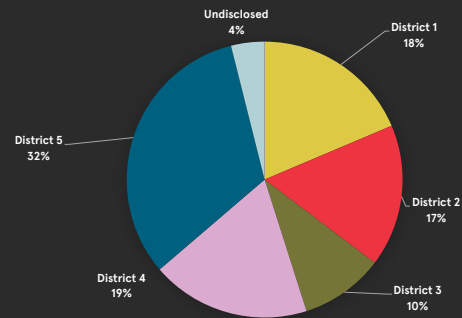
Ticket Access: Partnerships & Outreach



Outreach by District



Distribution by District



23

Ticket Access: Partnerships & Outreach

"I can't thank you both enough for providing those tickets to my team and my youth, for last weeks show the just and the blind. It was phenomenal and so inspiring in many ways. After the show we couldn't stop talking about how amazing it was and how the youth felt so connected to it."

Melanie Buttarazzi
Fostering Dreams Project



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Who Are We Reaching



25

Audience Demographics

	FD24 (to date)	FD23	FD22	FD21	LA COUNTY
Gender	49% Female 51% Male	48% Female 52% Male	50% Female 50% Male	50% Female 50% Male	51% Female 49% Male
Average Age	50	53	51	52	37*
Marital Status	50% Married	54% Married	44% Married	43% Married	42% Married
Ethnicity	42% Caucasian 8% Asian 38% Hispanic / Latinx 7% African American	47% Caucasian 6% Asian 36% Hispanic / Latinx 6% African American	42% Caucasian 5% Asian 40% Hispanic / Latinx 6% African American	48% Caucasian 7% Asian 32% Hispanic / Latinx 7% African American	26% Caucasian 16% Asian 49% Hispanic / Latinx 8% African American
Education	51% College degree	54% College degree	57% College degree+	57% College degree+	35% College degree+
Income	77% \$100K+	78% \$100K+	77% \$100K+	77% \$100K+	\$83K*



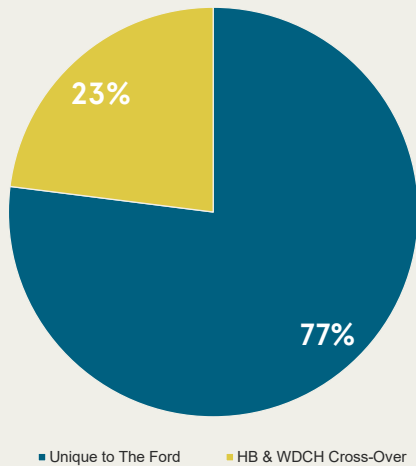
* Median

26

26

Audience by Venue and Districts

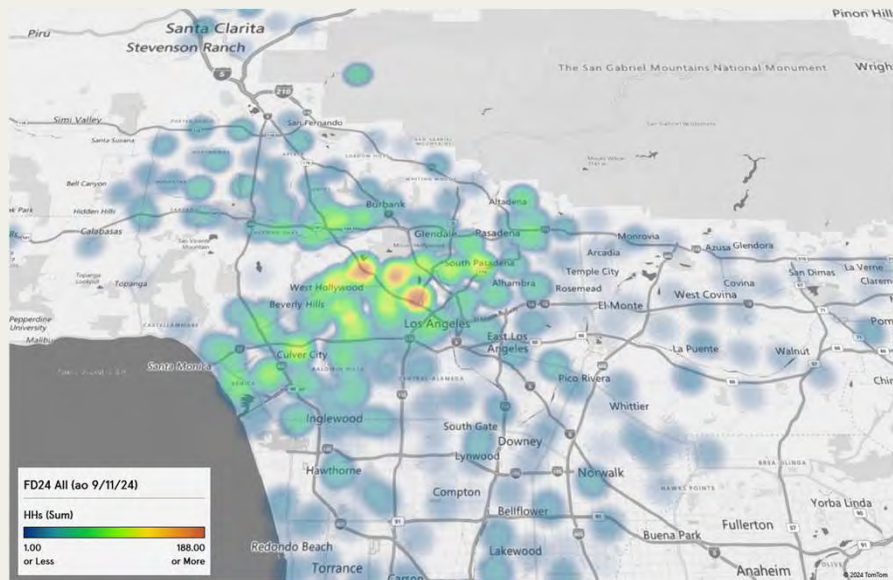
FD24 Total HH (to date)



FORD AUDIENCE	
District 1	21%
District 2	18%
District 3	26%
District 4	10%
District 5	25%



The Ford 2024 (to date)



How We Are Reaching

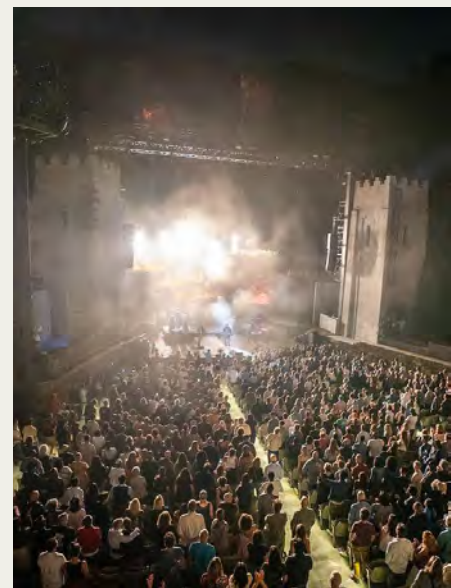


THE FORD

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Marketing Overview

- We've used a multi-channel strategy to reach a diverse local audience, including **online ads, radio, TV, email campaigns, social media, cultural partnerships, and community engagement.**
- To build season awareness, we've utilized **printed brochures, out-of-home advertising, and high-energy videos** featuring season highlights
- Our community partnerships emphasize **authentic connections with cultural organizations, small businesses, influencers, and diverse programming across LA County.**
- We're targeting past Hollywood Bowl, WDCH, and Ford ticket buyers with consistent **email campaigns, social media, and on-site screens**



THE FORD

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Audience & Artist Content

- Featured the energy and **diversity of artists** through **video** and **photography** captures, bringing the concert experience to life through **performance content, engaging b-roll, and artist interviews.**
- Showcased the **audience experience** in real time through social media channels, including **Instagram Stories**, capturing everything from **pre-concert activities** and picnicking to the **energy of the concert** itself.
- Celebrated our fans with **audience interviews** featured online and across social channels, showcasing that **The Ford is a place for everyone.**



THE FORD

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PR to Boost Ford Visibility

- Strategic outreach to **local press** and niche outlets to **target audiences based on interest.**
- Secured coverage from outlets including:
 - [TimeOut LA](#)
 - [We Like L.A.](#)
 - [LAist AirTalk with Larry Mantle](#)
 - [KNBC](#)
 - [Los Angeles Magazine's Best of LA 2024: Best Outdoor Venues](#)
 - ["Morning Becomes Eclectic," KCRW](#)



"The Ford has the ideal ratio of intimacy to expanse, so we're already guessing at how special these shows will be - but the only way to really know is to be there."

- KCRW

THE FORD

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What We Did Differently



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Expanded Awareness

- Online advertising expanded to include **LA Times Essential Arts newsletters** in support of key programs, i.e. dance.
- **Increased radio advertising** spend by 11% over last season to pique interest and drive awareness.
- **Increased Banners**
 - **Timeline: May through October** covering the pre-season period
 - **Coverage:** Strategic placement **across all 5 districts**, covering a 15-mile radius around The Ford.
 - **Digital Presence: Screens at the at the Hollywood Bowl** complementing physical banners
 - **Integrated Approach:** Pole banners were aligned with our digital efforts, ensuring a cohesive campaign across multiple channels.



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Partnerships & Community Outreach

- Major community events: expanded presence at **LA Pride Festivals, CicLAvia, Smorgasburg**, HB concerts (Ford Lab partner booth at HB Jazz shows)
- Expanded **influencer partnerships** to amplify our outreach efforts.
- New Retail outlet collaborations: **partnering with local businesses** in key communities to ensure a broader and more diverse reach.
- Enhanced Dance outreach initiatives: a newly formed partnership to help us **connect with the dance community** in Los Angeles.

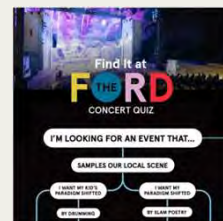


35

35

Showcasing Artists and Experience

- Created multiple content pieces that **showcase our artists and community** including [Noche de Cumbia documentary](#), [Photo Essays from Las Fotos Project](#), [Vibe Check Listening Guide](#), and [Black History Month Listening Guide](#).
- Developed a **new video series** where Programming team members spotlight every concert and event, and explain why they're excited about it.
- Created "[Find it at The Ford](#)" **online and print quizzes** to **help audiences** find their next concert.
- Enhanced **Venue Guide** with need-to-know information like getting to the venue, dining and picnicking, family-friendly concerts and more.



36

Accessibility & Access

- **Improved language accessibility** with bilingual assets for media and creators to share in preferred languages, plus expanded bilingual Audience Services.
- **Online accessibility:** Continued to uphold WCAG 2.0 Level AA standards on the website while introducing new accessible features, such as the Accessible Design framework—utilized by Google—for enhanced accessibility.
- **Transportation:** Developed content highlighting transportation options, including shuttle services and parking details, to demonstrate that The Ford is easily accessible in Los Angeles.
- **Fee transparency:** Launched the 2024 season with complete fee transparency (months ahead of required legislation).



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Familiarity with Our Values and Goals

Understanding the level of awareness our values and principals



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COUNTY OF LOS ANGELES
DEPARTMENT OF PARKS AND RECREATION

"Parks Make Life Better!"

Norma E. García-González, Director

Alina Bokde, Chief Deputy Director

October 31, 2025

TO: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey Horvath
Supervisor Janice Hahn

FROM: Norma Edith García-González
Director

SUBJECT: **OPERATING LEASE WITH THE LOS ANGELES PHILHARMONIC ASSOCIATION FOR OPERATION AND MAINTENANCE OF THE FORD THEATRES (ITEM NO. 10, AGENDA OF NOVEMBER 12, 2019)**

On November 12, 2019, your Board adopted a motion by Supervisor Kuehl, with a friendly amendment by Supervisor Ridley-Thomas to revise the Ford Theatres Operating Lease to include provisions to allow for community input and engagement related to programming, outreach, and audience development, with the goal to keep the Ford Theatres accessible to all communities in programming and in ticket prices and to specifically add the following language to the motion as directive 7 and to the revised Ford Theatres Operating Lease under 6.7, Programming Requirements: (a) On or before September 30 of each Season, LAPA, the Director and the Director of the County Department of Arts and Culture ("Arts and Culture") will meet to discuss such current Season in connection with planning the programming for the upcoming Season, with particular focus on the Programming Requirements. (b) "The LAPA shall hold community engagement session with local artists and interested stakeholders on or before January 31, 2022, and by September 30 of each subsequent season, to discuss outreach, program development and audience development, to include recommendations on maintaining accessible and affordable ticket prices; and in addition, the Chief Executive Officer and the Directors of Parks and Recreation, and Arts and Culture, or their designees, shall attend these engagement sessions and report back to the Board in writing on not more than 30 days after each subsequent season."

FORD COMMUNITY ENGAGEMENT 2025

Pursuant to the Board motion, a community engagement session was held by the Los Angeles Philharmonic Association (LAPA) on September 24, 2025, from 1:00 p.m. – 3:00 p.m. The event was hosted by Chelo Montoya, the newly appointed director of The Ford. The Aspire Group was contracted by the LAPA to provide facilitation services as part of a community forum to gain input from community members and support sustainability of The Ford. LAPA has fulfilled the 2025 commitment, as outlined by the board motion amendment to the lease section 6.7 (b) to have the 2025 community engagement sessions before September 30, 2025, to discuss, outreach, program development, and audience development and accessibility.

Additionally, the required meeting to discuss current season programming in connection with planning the programming for the upcoming season was held with the Director of the Department of Parks and Recreation and the Director of the Department of Arts and Culture took place on

September 29, 2025, via Zoom. During this meeting, the idea of moving the Community Engagement Meeting to June, as a pre-season launch event rather than hosting it at the end of the season in September, was introduced. Consensus was reached on the benefits of holding the meeting earlier to encourage participation throughout the season and to align opportunities for broader outreach and deeper community engagement. The Ford will continue to evaluate and review how this proposed shift may affect internal teams and stakeholders before confirming the revised schedule for 2026. The attached document highlights the summary of the points represented in the Community Engagement Session.

Attendance Reception

The 2025 Community Engagement Meeting had an overwhelming positive response from attendees. Participants remained engaged with the content presented throughout the session and in the conversations held during breakout groups. The meeting was hosted as a hybrid, with options for in-person participation at The Ford or on online via Zoom. The meeting was held on a weekday during business hours. This followed the same schedule model of previous years which has proven successful. LAPA continued to utilize Zkipster, a guestlist management platform, to facilitate email outreach and collect RSVPs for attendance. Outreach efforts included social media as well as emails to former and current artists, partners, collaborators, community members and LAPA staff. Total meeting attendance reached 119 participants: 55 in person and 64 via Zoom. This represented an increase of 68% from the previous year's Community Engagement Meeting, which drew 51 attendees in 2024.

Mentimeter, a live engagement platform, was utilized to gather real-time insights from the audience, including awareness of core values, how they engage with The Ford, what they would like to see more of, and where they reside. These base questions were developed by LAPA and the Aspire Group to allow audience members to engage with relevant topics throughout the meeting. The Mentimeter poll findings showed that meeting attendance was highest from those who reside in Supervisorial District 1 and 2. Additionally, most participants identified as arts and culture workers followed by audience members and community members. Based on the live poll, attendees primary interests were around what types of partnerships are made with The Ford followed by what is programmed in the season. Further information was collected during the verbal breakout sessions moderated by representatives from the Aspire Group both in-person and online. The Directors of Parks and Recreation and Arts and Culture were also in attendance for the in-person meeting.

Outreach

The Ford provides opportunities to engage partners through Community Residency initiatives in addition to providing direct outreach to individuals across LA County through the Ticket Access programs. The goal of these outreach programs is to engage underserved and under resourced communities.

Community Residencies

The Community Residencies Program is a Creative Youth Workforce Development initiative launched in 2021. In partnership with Las Fotos Project, an organization that mentors young women and gender-expansive artists of color in Los Angeles, the objective of Community Residencies is to strengthen skill sets and create career pathways for young creatives across Los Angeles County. The 2025-year program was the final program to receive the additional programmatic support from the Department of Arts and Culture. The program offers paid, hands-

on learning experiences that foster professional growth, technical training, and portfolio development for emerging professionals. Since its inception, the initiative has grown each year—expanding its partnerships, programs, and participant reach. In 2021, the program began with just 5 youth photographers, by 2025, participation has increased to 41 creatives.

The Ford has forged new program partners including LA Commons, Black Image Center, and LA Conservation Corps expanding workforce development for youth from underserved communities. This steady growth reflects the program's commitment to accessible professional development, with an emphasis on creative entrepreneurship, arts facilitation, and training for careers both on and off the stage. Participants gain mentorship from both LA Phil staff and external industry professionals, exposure through public-facing projects, and visibility on digital platforms that highlight their creative work and career journeys.

Each program within the initiative supports a different pathway for emerging professionals. Emerging Concert Photographers began in 2021 and annually engages five photographers from Las Fotos Project's Creative Entrepreneurship Opportunities (CEO) program to capture ten performances at The Ford each year, complemented by LA Phil-led workshops and technical training by professional photographers. Through Our Lens began as a pilot with two participants in 2024 and expanded in 2025 to six photographers through collaboration with the Black Image Center—each producing a unique photo essay while receiving mentorship and paid photojournalistic assignments. The Crafts Artist Residency with LA Commons began in 2022 and engages four community artists annually who receive headshots, promotional videos highlighting their workshop, and guidance in facilitating creative family workshops inspired by LA Soundscapes. The Artist & Venue Apprenticeship started in 2024 and offers four high school students rotational mentorship in production, hospitality, sensory zones, and crafts at The Ford, preparing them for careers in the creative industry. In December 2024, LA Conservation Corps partnership introduced a large-scale collaboration on the Kawen'ga Pass Project and hosted a career day for 100+ Corps members and 20+ employers. Additionally, The Ford has a workforce development partnership that began in 2023 with IATSE Local 33 which provided a cohort of 2 stagehands with paid technical training, job shadowing, and union benefits. Collectively, these initiatives demonstrate a growing network of creative workforce opportunities that have evolved in both depth and scale, providing tangible career bridges for Los Angeles' next generation of cultural leaders.

Ticket Access

As part of The Ford's mission, the venue offers free access to a select number of performances throughout the year to individuals and organizations around Los Angeles County. The Ford's Ticket Access Program is dedicated to fostering inclusivity and accessibility to some of the best performances that LA has to offer. Established in 2023, the Ticket Access Program, which focuses on serving vulnerable and under-resourced populations, continues to follow a 3-tiered approach, ensuring connections that reach across LA County through grassroots Community Outreach, partnership with the County of Los Angeles Department of Parks and Recreation (LA County Parks) and local to The Ford neighbors. This year, The Ford has distributed over 1200 seats across the season, equivalent to a full venue of free tickets. Outreach this season increased substantially through greater involvement with County and City leaders.

The Ford Access Program with LA County Parks focuses on Access for seniors and youth from underserved communities. For many individuals participating in the program, it is their first time

to The Ford, or their first concert experience. This partnership has demonstrated the highest levels of engagement and the lowest attrition. The success of the program is connected to the wraparound support services provided by LA County Parks and LA County Parks Foundation, which includes free transportation, a free meal and staff to support seniors and youth. Providing these free services has reduced barriers to participation that would have otherwise prevented community members from experiencing The Ford.

LA County Parks has also worked to bridge community partners with The Ford to support the goal of increased access to the performing arts for underserved communities. By leveraging its network of nonprofit partners/community-based organizations LA County Parks has supported new partnerships for The Ford. The Ford saw an increase of 446% in organizations contacted in 2025 from the previous year. Participating organizations has also increased from 83 in 2024 to 221 in 2025. This season offered complimentary tickets to 29 out of the 45 shows, making 64.44% of the season available to Community Organizations, LA County Parks seniors and youth, and neighbors for free.

Program Development

The community engagement session informed partners of updates on programming this year which included a season of 44 shows including 2 Dance commissions highlighting two local dance companies, 9 FordLabs which is a producer mentorship program that provides an opportunity for emerging producers to present programs that represent communities across Los Angeles on The Ford stage, and 4 LA Soundscapes intergenerational programs that are offered at a low ticket cost. LA County Parks also shared its role including its annual contribution to The Ford budget to support programming and operations.

Dance

Two dance commissions were made possible through the additional support provided by the Los Angeles County Department of Arts and Culture. Grandeza Mexicana celebrated 25 years and returned to the stage with Serenatas y Bodas which included the premiere of a new dance piece inspired by the vibrant lives and traditions of Oaxaca's muxes, recognized as a third gender within Zapotec culture. The Ford also presented the Lula Washington Dance Theater's 45th Anniversary Celebration which included two premieres of choreography: one by Lula Washington and the other by her daughter Tamika Washington-Miller. The performance also featured a special unannounced guest performance by Lula's nephew Kamasi Washington. The Department of Arts and Culture also supported a documentary honoring Lula's history and legacy.

LA Soundscapes

The LA Soundscapes program continued this year with programs by Bob Baker Marionette Theater, UniverSOUL Hip Hop Dance Company, Kim Eung Hwa Korean Dance Company and Ole Los Angeles targeting intergenerational groups and paired with arts and crafts workshops curated by LA Commons and sensory forward workshops and experiences.

FordLab

The FordLab program continues to advance through community partnerships and Los Angeles-relevant performances at The Ford. In 2025, FordLab supported a robust season of community-produced events, including The Pharcyde & Friends, Perritos World National Tour, If I Awaken in

Los Angeles, Bajo La Luna, and Noche de Cumbia—several of which achieved sold-out attendance. The 2025 FordLab cohort partnerships with Fusicology, De Mi Alma Productions, Get Lit–Words Ignite, El Marchante, Tumba La Casa, Cumbiatón LA, Sid the Cat, Mariachi Tierra Mia, Cornerstone Theater Company, and AKB Media illustrate the program’s continued commitment to uplifting local producers and ensuring that County-supported programming reflects the cultural and artistic diversity of Los Angeles communities.

A five-year evaluation conducted by The Aspire Group illuminated the program’s unique position within the field, both locally and nationally, and identified opportunities to expand career pathways and foster sustainable partnerships with community-based organizations. In 2025, FordLab also navigated the broader challenges of the current political climate, which created fear and uncertainty within some communities and impacted ticket sales, as well as the effects of reduced NEA funding on one of The Ford partners. Despite these challenges, FordLab continues to work toward promoting fair representation, broadening audience engagement, and removing barriers to participation through targeted marketing and accessibility initiatives.

Audience Development

The Ford shared analysis of audience data, highlighting a reflection of LA County's diverse population. Additional analysis reviewed audience crossover with other venues, data showed 76% of audiences are unique to The Ford. This is not a reflection of the full 2025 season since the season is still underway.

A multi-channel strategy has been implemented to reach a diverse local audience, including online ads, radio, TV, email campaigns, social media, cultural partnerships, and community engagement. To build season awareness, the marketing team utilized printed brochures, out-of-home advertising, and high-energy videos featuring season highlights. The development of community partnerships emphasizes authentic connections with cultural organizations, small businesses, influencers, and diverse programming across LA County. Additionally, marketing has targeted past ticket buyers of the Hollywood Bowl, WDCH, and The Ford using consistent email campaigns, social media, and on-site screens features of The Ford programs.

The Ford shared expansion of the street pole banner initiative with visibility in all five supervisorial districts, as well as expanded online advertising with LA Times Essential Arts newsletters and an increase of 11% for radio advertising to drive audience awareness of The Ford and its programming. Strategic outreach to local press and niche outlets like TimeOutLA, We Like LA, LAist, KNBC, "Morning Becomes Eclectic," KCRW bolstered public relations efforts. Additionally, to showcase artists and experience, The Ford team created multiple content pieces that showcased artists and community including Noche de Cumbia documentary, Photo Essays from Las Fotos Project, Vibe Check Listening Guide, and Black History Month Listening Guide.

Each Supervisor
October 31, 2025
Page 6

Facility and Operations

The Ford is proposing several projects currently under discussion with LA County Parks that focus on continued stewardship of this public park and world-class performance venue. Projects under consideration support necessary repairs, minor improvements to stage, and security concerns.

If you have any questions, please contact Mark L. Ladd, Superintendent, at mladd@parks.lacounty.gov or Astrid Ochoa, Special Assistant at blo@parks.lacounty.gov.

NEGG:ee

c: Board of Supervisors, Executive Office (E. Yang)
Parks Deputies (G. Duran-Medina, F. Lopez, R. Fox, D. Gonzalez, S. Nemer)
Los Angeles Philharmonic
Department of Arts and Culture

September 24, 2025

F^{THE}RD

Annual Community Engagement Meeting

Go to www.menti.com
Use the code 27 27 27 78

A decorative graphic on the right side of the slide consisting of seven rounded squares in various colors: teal, yellow, olive green, light purple, pink, and red.

1

Welcome

Go to www.menti.com
Use the code 27 27 27 78

A photograph of the entrance to the John Anson Ford Theatre. The entrance features a large, dark metal archway with the words "JOHN ANSON FORD THEATRE" in white capital letters. The archway is supported by two stone pillars topped with lanterns. The background shows lush green trees and a clear sky.

2

Welcome Chelo Montoya!

Chelo "Consuelo" Montoya is a creative leader with nearly 20 years of experience in the arts, specializing in community engagement and public programming.

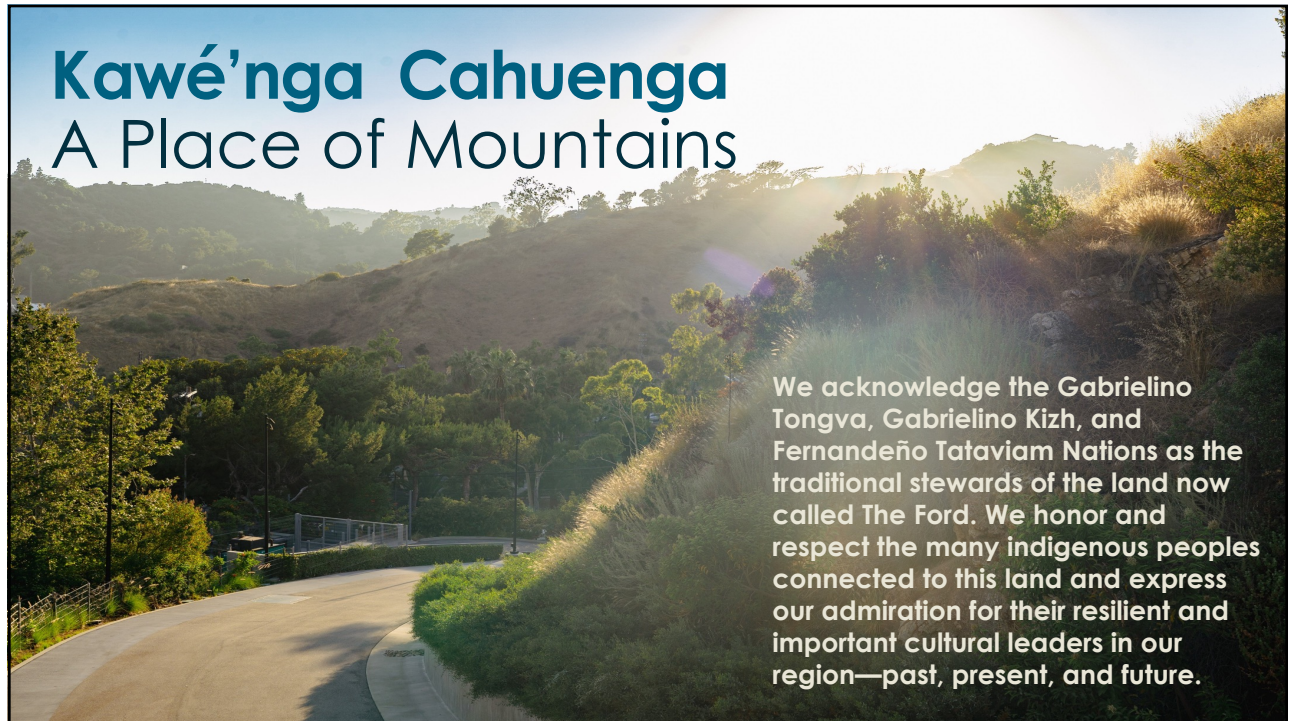
- Prior to joining the LA Phil as Director of The Ford:
- Assistant Vice President of Public Programs at LACMA
 - Director of Education and Public Programs at the California African American Museum
 - Founding administrator of the MFA in Public Practice at Otis College of Art and Design.

A former Chair of the California Arts Council and emeritus board member of the Vincent Price Art Museum, Chelo remains deeply engaged in civic, cultural, and climate work across Los Angeles.



3

Kawé'nga Cahuenga A Place of Mountains



We acknowledge the Gabrielino Tongva, Gabrielino Kizh, and Fernandeño Tataviam Nations as the traditional stewards of the land now called The Ford. We honor and respect the many indigenous peoples connected to this land and express our admiration for their resilient and important cultural leaders in our region—past, present, and future.

4

We want to hear from you!

Go to www.menti.com
Use the code 27 27 27 78



5

LA Phil

Go to www.menti.com
Use the code 27 27 27 78



Walt Disney Concert Hall



Hollywood Bowl



The Ford



Beckman YOLA Center

6

Equity Diversity Access Inclusion



The LA Phil believes in and supports the importance of:

- Diversity, equity, access, and inclusion
- A discrimination-free organization
- Building a better, more compassionate world through music and art

The LA Phil:

- Orchestra is the foundation and heart of this institution
- Includes a wide range of performing arts presentations
- Guides the music learning initiative Youth Orchestra Los Angeles (YOLA)
- Stewards four venues—Walt Disney Concert Hall, the Hollywood Bowl, The Ford, and the Beckmen YOLA Center
- Is actively growing their media presence

“The future is the present.”

Gustavo Dudamel

Go to www.menti.com
Use the code 27 27 27 78

7



8

LA County Parks Support for The Ford

- LA County Parks supports programs and operations at The Ford.

	LA County Parks Budget to LA Phil
December 1, 2024 – November 30, 2025	\$3.62M
December 1, 2025 – November 30, 2026	\$3.43M



Note: To support programming, staffing, and operations LA County Parks is providing additional approvals to the LA Phil to do private rentals.

9

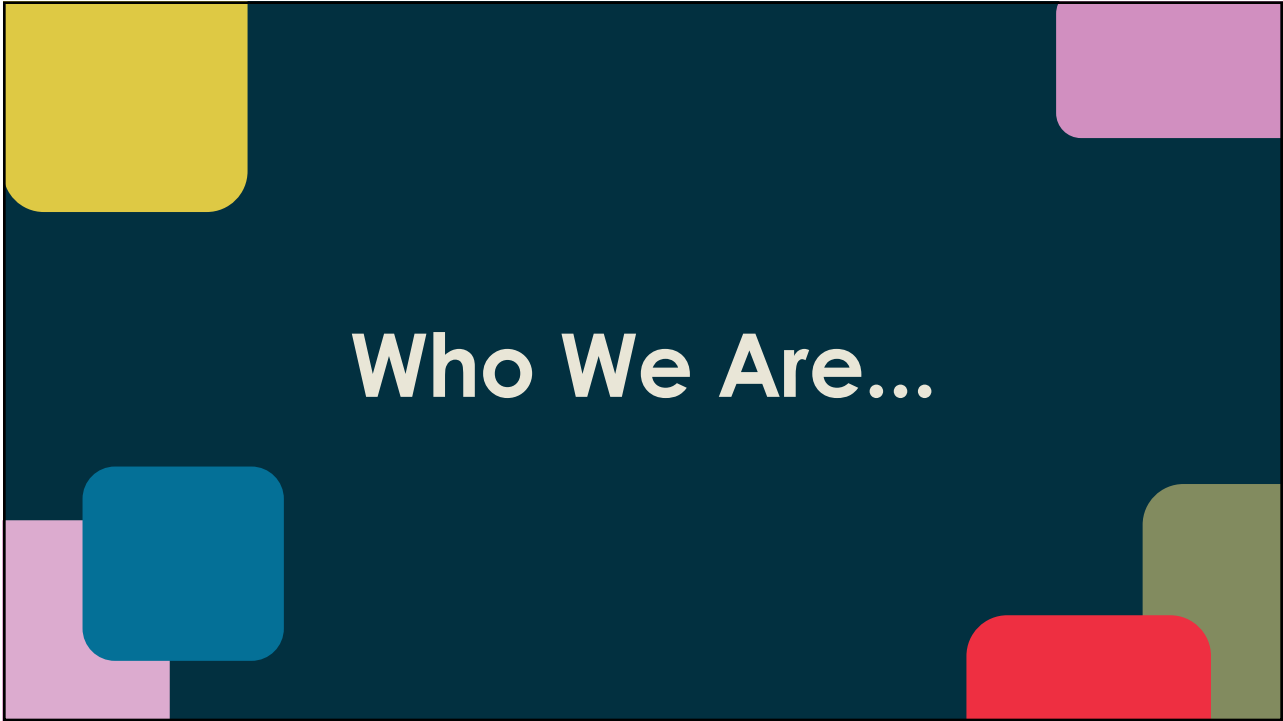
Agenda

1. Welcome
2. Parks & Recreation Relationship
3. Who We Are
4. Programming
5. Community Residencies
6. Ticket Access
7. Communications/Marketing
8. Future of The Ford Break Out Groups
9. Engagement Activity by Las Cafeteras

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Use the code 27 27 27 78





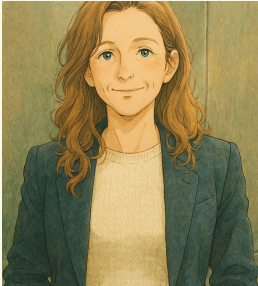

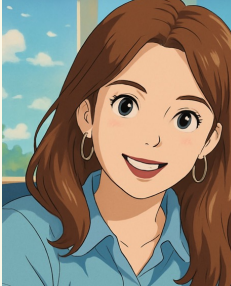
10



Who We Are...

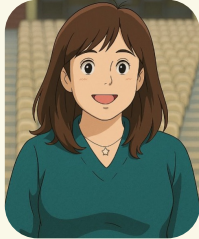
11

LA Phil Leadership

				
<p>Kim Noltemy President & Chief Executive Officer David C. Bohnett Presidential Chair</p>	<p>Cynthia Fuentes Vice President Community and Governmental Engagement</p>	<p>Meghan Umber President Hollywood Bowl and Chief Programming Officer</p>	<p>Kelvin Vu Vice President, Venue Operations</p>	<p>Nora Brady Marketing and Communications Officer</p>

12

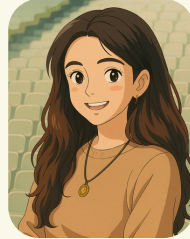
The Wonderful World of The Ford



Gina Leoni
Associate Director
of Operations and Logistics



Gabriela Hernandez
Coordinator



Jackeline Rodriguez
Community Programs
Coordinator



Sergio Bocardo
Leni Boorstin Community
Initiatives Fellow via Learning



Jessie Cleveland
Artist & Venue Lead



Jacquelyn McNealy
Artist & Venue Assistant



Katherine Leon
Artist & Venue Assistant

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Use the code 27 27 27 78

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Who is Participating today?

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Use the code 27 27 27 78

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Programming

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Use the code 27 27 27 78

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Only in LA. Only at The Ford.



Go to www.menti.com
Use the code 27 27 27 78

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Dance



Kristin Sakoda, Director



Grandeza Mexicana Folk Ballet Company

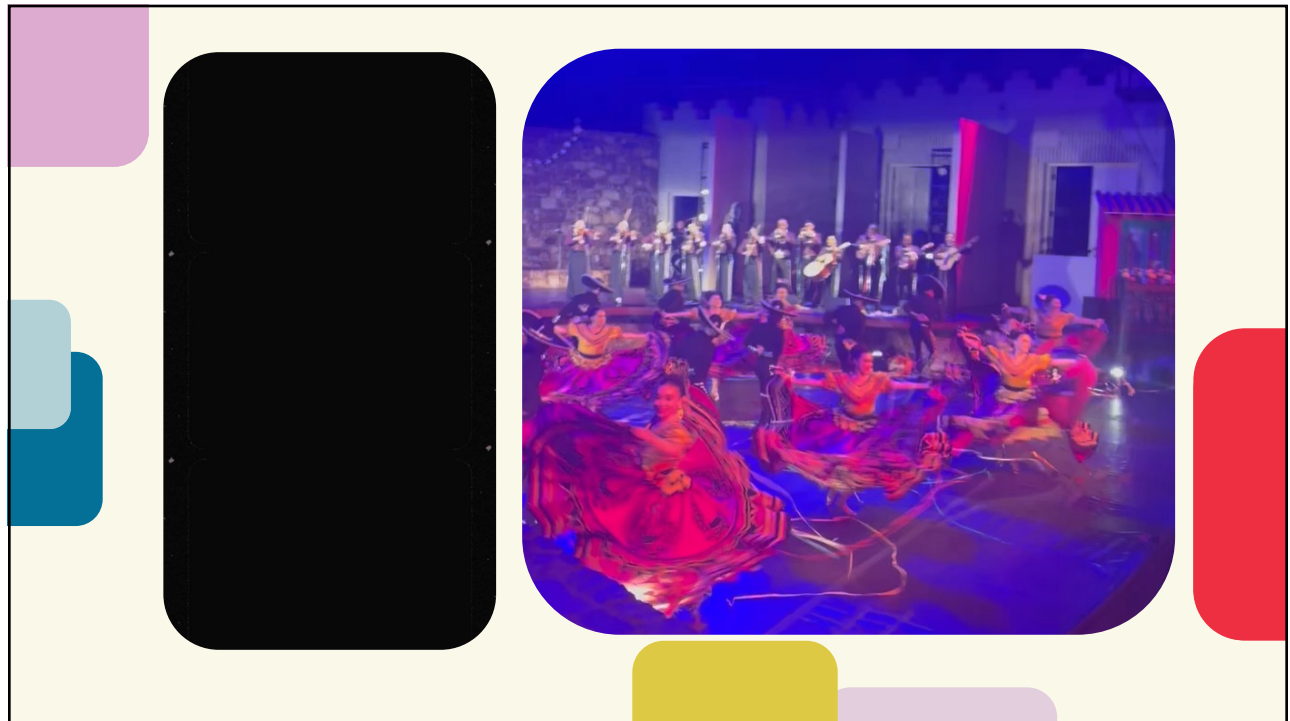


Lula Washington Dance Theater

Special thanks to the Los Angeles County Department of Arts and Culture



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BERNARD BROWN
EXECUTIVE DIRECTOR, BB MOVES DANCE
ALUMNUS, LULA WASHINGTON DANCE THEATRE

This documentary is supported by the Los Angeles County Board of Supervisors through the Department of Arts and Culture.

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LA Soundscapes + Sensory



Image by Alé Rivas of Las Fotos Project Emerging Concert Photography Cohort

- SUN JUL 20
Punk Kids LA! with Bob Baker Featuring Alice Bag and Kid Congo Powers of Juanita & Juan
- SUN AUG 17
WonderLAnd! with UniverSOUL Hip Hop Dance Company
- SUN SEPT 14
Hangawi: The Autumn Festival of Korea Kim Eung Hwa & Korean Dance Company
- SUN OCT 19
Olé Los Angeles

20



21

2025 Cohort

PAST

JUL 26 *The Pharcyde & Friends
Produced in partnership with Fusicology

JUL 27 *Comedy with Perritos World National Tour with Concrete, DoKnow & Jerry Garcia
Produced in partnership with De Mi Alma Productions

AUG 1 *If I Awaken in Los Angeles
Produced in Partnership with Get Lit - Words Ignite

AUG 31 Bajo la Luna with La Muchacha and Y La Madrigal
Produced in Partnership with El Marchante

SEPT 13 Noche de Cumbia: Sonido Gallo Negro & É Arenas
Produced in Partnership with Cumbiatón LA

UPCOMING

SEP 26 *Pino Palladino & Blake Mills
Produced in Partnership with Sid The Cat

SEP 28 *Tributo A Los Grandes: José José, Juan Gabriel & Vicente Fernández
Produced in Partnership with Mariachi Tierra Mia

OCT 24 Direct Address
Produced in Partnership with Cornerstone Theater Company

OCT 25 Joe Bataan & Quetzal: Labor of Love
Produced in Partnership with AKB Media

(*) Indicates sold out program)

<p>FR / JULY 26, 2025 - 8:00PM</p> <p>The Pharcyde & Friends Live Commemorating the 30th Anniversary of <i>Labcañalifornia</i></p> <p>Produced in Partnership with Fusicology</p> <p>The LA hip-hop group performs their much-loved second album.</p> <p>Learn More</p> <p>BUY TICKETS</p>	<p>SM / JULY 19, 2025 - 8:00PM</p> <p>Perritos World National Tour With Concrete, DoKnow & Jerry Garcia</p> <p>Produced in Partnership with De Mi Alma Productions</p> <p>Three nationally famous poets turn The Poet into a comedy. USA.</p> <p>Learn More</p> <p>BUY TICKETS</p>	<p>FR / AUG 1, 2025 - 8:00PM</p> <p>If I Awaken in Los Angeles</p> <p>Produced in Partnership with Get Lit - Words Ignite</p> <p>A multimedia love letter to the City of Angels.</p> <p>Learn More</p> <p>BUY TICKETS</p>
<p>SUN / AUG 31, 2025 - 7:30PM</p> <p>Bajo la Luna with La Muchacha and Y La Madrigal</p> <p>Produced in Partnership with El Marchante & Tambe La Casa</p> <p>A celebration of the diversity of song through contemporary voices from Colombia and Mexico.</p> <p>Learn More</p> <p>BUY TICKETS</p>	<p>SM / SEPT 12, 2025 - 8:00PM</p> <p>Noche de Cumbia: Sonido Gallo Negro & É Arenas</p> <p>Produced in Partnership with Cumbiatón LA</p> <p>Colombian Mexican Independence Day with a night of Spanish music and visual art performed and featured live.</p> <p>Learn More</p> <p>BUY TICKETS</p>	<p>FR / SEPT 26, 2025 - 8:00PM</p> <p>Pino Palladino & Blake Mills featuring Sam Gendel & Chris Dave</p> <p>Andrew Chiu</p> <p>Produced in Partnership with Sid The Cat</p> <p>The celebrated duo reprise their 2021 collaboration.</p> <p>Learn More</p> <p>BUY TICKETS</p>
<p>SUN / SEPT 28, 2025 - 7:30PM</p> <p>Tributo A Los Grandes: José José, Juan Gabriel & Vicente Fernández</p> <p>Produced in Partnership with Mariachi Tierra Mia</p> <p>A stellar cast of LA mariachi musicians honor legends of Mexican music.</p> <p>Learn More</p> <p>BUY TICKETS</p>	<p>FR / OCT 24, 2025 - 8:00PM</p> <p>DIRECT ADDRESS</p> <p>Produced in Partnership with Cornerstone Theater Company</p> <p>Learn More</p> <p>BUY TICKETS</p>	<p>SM / OCT 25, 2025 - 8:00PM</p> <p>Joe Bataan & Quetzal: Labor of Love</p> <p>Produced in Partnership with AKB Media</p> <p>The 'King of Latin Soul' Joe Bataan and the Mariachi folk-rock band Quetzal pay their musical tribute on The Ford's stage.</p> <p>Learn More</p> <p>BUY TICKETS</p>

22

Research: 5 Years of FordLab

Purpose

Findings

Unique

Learnings



Study conducted by The Aspire Group (Meena Malik & Alexandra Meda), October 2024

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FordLab & Community Producers



"I am deeply grateful to the FordLab program for giving me the opportunity to begin my career in production and for believing in my vision.

Their support has allowed me, as a hardworking Latina in the arts, to follow my dreams with confidence and purpose to promote the music I have cherished and performed in childhood.

After all these years, there is still no stage I love more than The Ford!"

Susie Garcia

¡Viva La Tradición!, Colibrí Entertainment

25

Challenges & Adaptations

CULTURE
Sweeping cuts hit NEA after Trump administration calls to eliminate the agency

MAY 3, 2025 - 9:58 PM ET

Chloe Veltman



1. production still from Walking Water, a site specific performance by Cornerstone Theater Company in September
2. The Los Angeles-based arts organization was among the hundreds of groups who lost funding from the NEA Endowment for the Arts this week.
3. Cornerstone Theater Company



May 8, 2025

Office of Grants Management
National Endowment for the Arts
400 7th Street SW
Washington, DC 20506
grants@arts.gov

Subject: Appeal Regarding withdrawal of NEA Award Recommendation

Dear NEA Office of Grants Management,

Cornerstone Theater Company is writing to formally appeal the recent \$40,000 withdrawal of our funding recommendation related to our project titled *Douglass v. Democracy*, application #: 1936209-32.

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Bajo La Luna Spotlight



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Leni Boorstin Fellowship Community Initiatives:



Jackie Rodriguez
May 2023 – May 2025
Fellow, now Coordinator

Capstone Project/Focus :
Community Residencies



Sergio Bocardo-Aguilar
May 2025 - May 2027
Fellow

Capstone Project/Focus : EBT,
Ticket & Venue Accessibility

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Community Residencies

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Community Residencies Program Overview

- A Creative Youth Workforce Development Initiative established in 2021 with Las Fotos Project
- Collaborating with local organizations to provide paid, hands-on experience to strengthen participant skills sets
- Cultivating emerging professionals, with an emphasis on young creatives, in the arts and beyond
- Established online visibility of programs and participant work on various platforms

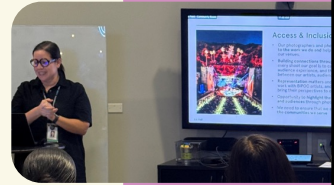


30

Emerging Concert Photographers est. 2021

Creative Entrepreneurship Opportunities (LFP CEO)

- Since 2021, 5 photographers from LFP's CEO program capture 10 shows at The Ford annually
- We provide LA Phil staff led workshops and firsthand technical training by house photographers
- LA Phil, performing artists, and LFP Photographers can utilize the images captured on socials, websites, and portfolios



31

Through Our Lens est. 2024

- Partnership piloted in 2024 with 2 participants from Las Fotos Project
- 2025 expansion to 6 cohort members & a new partnership with the Black Image Center
- 1 photo essay per photographer
- Opportunity provides creatives aged 19+ and emerging professionals with limited photojournalistic experience with
 - A network of professional mentorship opportunities
 - Workshops led by LA Phil and industry professionals
 - Paid photojournalistic experience

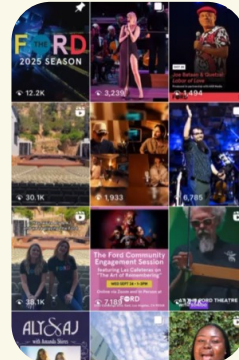


32

Crafts Artist Residency est. 2022

LA Commons

- Annual cohort of 4 LA Commons community artists from LA County
- Cohort receives guidance on workshop preparation alongside headshots and promotional videos to expand their portfolios
- Cohort prepares and facilitates a workshop that is reflective of the diverse LA Soundscapes programs and family-friendly



LA Soundscapes 2025 Craft Artists Cohort



Willie Thomas



Amani Holbert



Tasha Grimes



Teresa Flores

33

Artist & Venue Apprenticeship est. 2024

LA Commons

- Serving high school apprentices interested in careers revolving the performing arts & venue operations.
- Cohort receives professional development workshops to prepare them for the work opportunity.
- An annual cohort of 4 apprentices
- Each apprentice shadows a different position every time they visit the Ford for a total of 4 different mentoring opportunities within the following categories:
 - Production, Hospitality, Sensory Zone, Crafts Table



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LA Conservation Corps at The Ford

Partnership est. Nov. 2024:

- Corps members collaborated in the completion of Phase 1 of the **Kawenga Pass Project**
- Held the first career day at The Ford in partnership with LA Conservation Corps

LACC Career Day welcomed:

- 100+ corps members
- 20 + employers
- 4 sessions on “how to set-up your linked-in profile”
- 2 station offering free professional headshots



35

Workforce Development Program

The Beckmen YOLA Center

IATSE Local 33

- Job shadowing and training from LA Phil Production Team and IATSE stagehands
- Paid training hours
- 401k contributions, Pension Plan contribution and Health and Welfare Benefits through IATSE

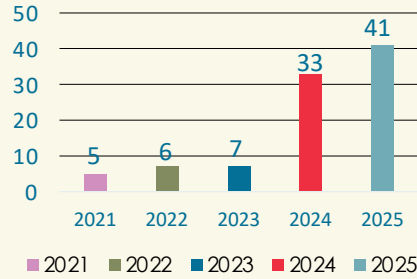
36

Program Growth

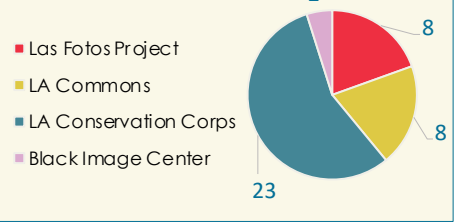
- Since 2021, program participation has increased
- Expanded areas of focus to align with Community Residencies' mission and provide more in-depth opportunities both on and off the stage
- Increase in professional development workshops offered
- In 2025, we have 41 Participants across 4 partners orgs
 - Las Fotos Project
 - Black Image Center*
 - LA Commons
 - LA Conservation Corp*

*New partnerships for 2025

Participants from 2021-2025



2025 Participant Pool



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Ticket Access

38

What is the Ticket Access Program?

- Fulfills The Ford's mission to increase access
- LA County Constituents are offered free tickets to a select number of performances at The Ford
- Is dedicated to fostering inclusivity and accessibility at one of the best music venues LA has to offer

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Ticket Access Outreach

Group	Shows on offer
Community Organizations	28
Parks & Rec	15
Neighbors	10

40

Organizations Across the County

Supervisor District 1

- Downtown Women's Center
- Seeds Of Hope

Supervisor District 2

- Koreatown Youth and Community Center
- Better Youth

Supervisor District 3

- Topanga Youth Services
- Tia Chucha's Centro Cultural and Bookstore

Supervisor District 4

- Puente Latino Association Inc.
- YMCA of Greater Long Beach

Supervisor District 5

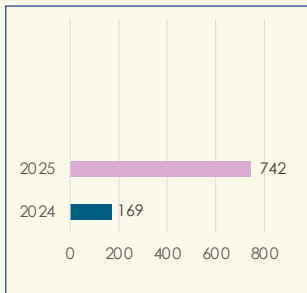
- Boys & Girls Club of the Foothill
- Altadena Senior Center



41

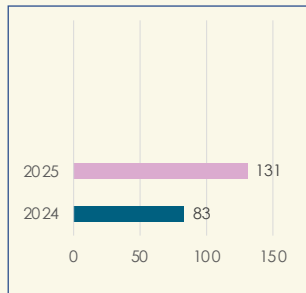
Ticket Access Program Growth

Organizations Contacted



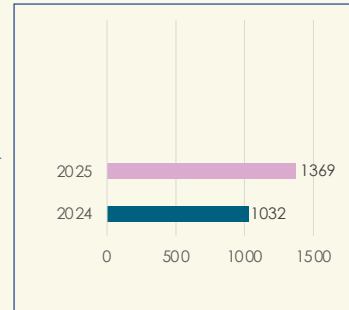
- We have increased outreach 439% increase compared to 2024

Partnered Organizations



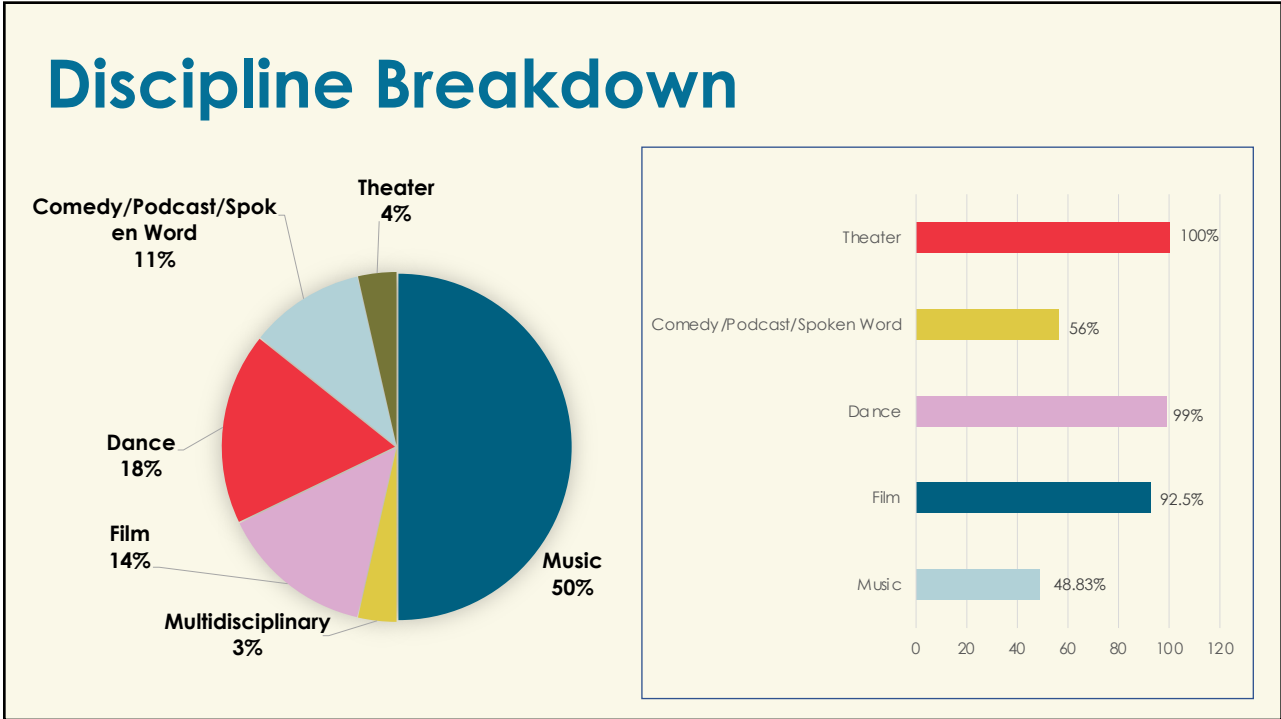
- Total Partners Year 2024 Season: 83
- New Partners Year 2025 Season (June-September): 131
- Total Partners: 205

Ticket Distribution




- Through Community Outreach, we have distributed 1369 tickets in 2025
- Including Parks & Rec and Neighbors we have distributed 1929 tickets

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Testimonials




Attending performances at the Ford has been such a meaningful experience for our group. This was our second year being invited. We've been able to offer opportunities to individuals who might not otherwise have access to events like these.

Puente Latino Association



The atmosphere was vibrant and the performance powerful. Especially the Angelitos Negros piece at Lula Washington. Thank you for making this possible we truly had a memorial experience!

Better Youth



I want to thank you & The Ford Team for everything; our seniors truly had an amazing time.

LA County Dept. of Parks and Recreation

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Audience Demographics

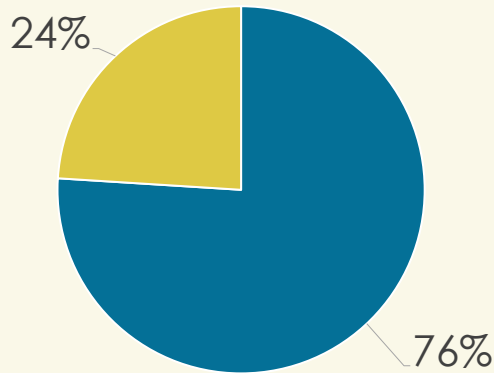
	FD25 (to date)	FD24	FD23	FD22	FD21	LA COUNTY
Gender	49% Female 50% Male	52% Female 47% Male	48% Female 52% Male	50% Female 50% Male	50% Female 50% Male	51% Female 49% Male
Average Age	50	46	53	51	52	38*
Marital Status	51% Married	44% Married	54% Married	44% Married	43% Married	42% Married
Ethnicity	48% Caucasian 6% Asian 36% Hispanic / Latinx 6% African American	40% Caucasian 8% Asian 41% Hispanic / Latinx 6% African American	47% Caucasian 6% Asian 36% Hispanic / Latinx 6% African American	42% Caucasian 5% Asian 40% Hispanic / Latinx 6% African American	48% Caucasian 7% Asian 32% Hispanic / Latinx 7% African American	26% Caucasian 16% Asian 49% Hispanic / Latinx 8% African American
Education	56% College degree	51% College degree	54% College degree	57% College degree+	57% College degree+	35% College degree+
Income	79% \$100K+	76% \$100K+	78% \$100K+	77% \$100K+	77% \$100K+	\$86K*

* Median 46

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Audience by Venue and Districts

FD25 Total HH (to date)



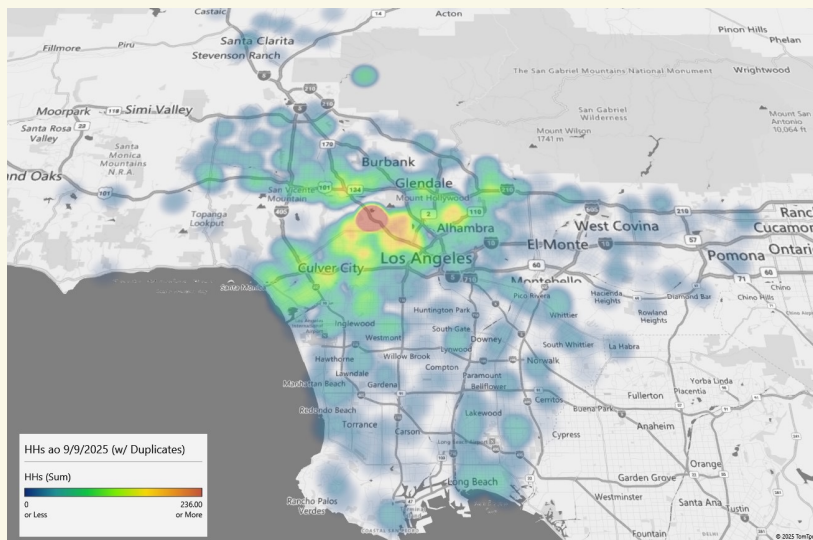
■ Unique to The Ford ■ HB & WDCH Cross-Over

FORD AUDIENCE	
District 1	19%
District 2	16%
District 3	28%
District 4	9%
District 5	28%



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The Ford 2025 (to date)



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Marketing Channel Overview

- We use a multi-channel strategy to reach a broad local audience, including **online ads, radio, TV, email campaigns, social media, cultural partnerships, and community engagement.**
- To build season awareness, we've utilized **printed season brochures, out-of-home advertising, and high-energy videos** featuring season artist lineup
- Our community partnerships emphasize **authentic connections with cultural organizations, small businesses, influencers, and multi-genre programming across LA County.**
- We're targeting past Hollywood Bowl, WDCH, and Ford ticket buyers with consistent **email campaigns, social media, and on-site screens**



49

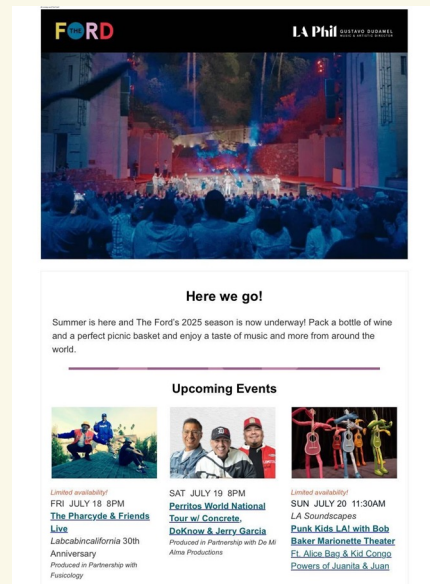
Direct Marketing

Season Brochure

- Printed season brochure mailed to **66,000 targeted households**

Email

- **Bi-weekly newsletters** promote the upcoming schedule of concerts to a broad list, supplemented by **dedicated and themed emails** targeting specific audience segments for individual or grouped concerts.
- More emails (dedicated + newsletters) - **29% YoY increase** - with healthier engagement - average click rate and conversion rate both improved.
- Feature Ford concerts in relevant **Hollywood Bowl** and **Walt Disney Concert Hall email communications**
- Integrate **Watch & Listen content** directly into concert listings, improving media engagement



50

50

Advertising

- **Out of Home**
 - **Season campaign: light pole banners**, May through October with strategic **placement across all 5 districts**, covering a 15-mile radius around The Ford
 - Digital **screens at the Hollywood Bowl** promote Ford season and dedicated programs
- **Radio**
 - **Increased radio advertising by 8%** over last season to pique interest and drive awareness.
 - Stations included a mix of **public and commercial**: KCRW, KCSN, KPCC, KXLU, KLOS, KBIG, KDAY and KYSR
- **Online**
 - 85% of the online spend was allocated to **social ads** reaching users with demonstrated affinity across specific music genres, cultures, and communities
- **TV**
 - Partnered with **Univision** for on-air promotional segments and support on their social channels



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Social Media

- Created content to **celebrate artists and their work** and to introduce them to new audiences, including the [Artist to Explore Series](#) and [Spotify takeovers](#).
- Captured [audience interviews](#) that focus on the **venue experience**.
- Developed **unique content** to highlight the [work of LA Commons artists](#).
- [Invited artists and collaborators](#) to the venue to create content that encourages fans and new audiences to come to their performance.



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Partnerships & Community Outreach

Community Event Participation

- **On-site presence** CicLAvia, San Fernando Pride, LA County Fair, Leimert Park Jazz Festival, Armenian Film Society Film Festival, LA Kids Book Festival, SD2 Juneteenth celebration and many more
- **Strategic calendar alignment** with major cultural celebrations

Cultural Community Highlights

- **LatinX:** Deepened partnerships with Mexican Consulate, Latino Equality Alliance, El Festival Colombiano, among others
- **AAPI:** New partnerships with JACCC, Japan House, Little Tokyo businesses
- **LGBTQ+:** Expanded from basic Pride Festival outreach to 10+ dedicated organizations
- **Academic:** Comprehensive network across USC, UCLA, community colleges

Impact

- **3x more partnerships than 2024** with an evolution from awareness to community integration



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PR to Boost Ford Visibility

- Increased press for The Ford (venue and concerts) by 30% in 2025 from 2024.
- Strategic outreach to local press and niche outlets to target audiences based on interest.
- Hired Spanish-language PR agency Santa Cruz to help with press outreach.
- Secured coverage from outlets including:
 - LA Times
 - De Los (LA Times en Español)
 - KCRW
 - Los Angeles Daily News
 - LA Sentinel

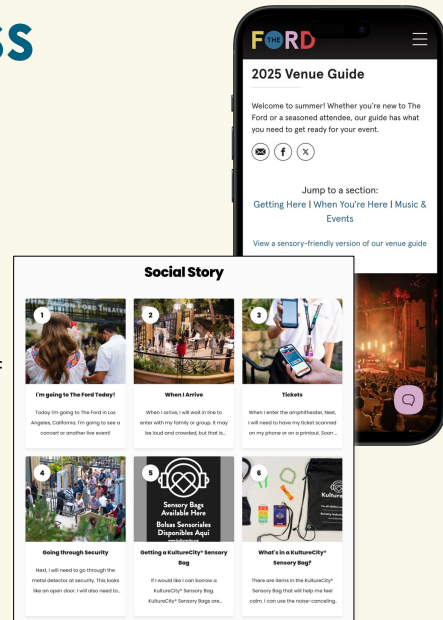


"The Ford has the ideal ratio of intimacy to expanse, so we're already guessing at how special these shows will be - but the only way to really know is to be there." - KCRW

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Accessibility & Access

- **Venue Guide:** We created dedicated [Venue Guide](#) and [Accessibility Information](#) pages to help audiences plan their visit—covering everything from getting to The Ford and dining options to wheelchair seating, assisted listening devices, wheelchair seating, assisted listening devices, accessible restrooms, and other services.
- **KultureCity:** We partnered with [KultureCity](#) to better support guests with sensory needs by providing staff with annual training and offering sensory-friendly resources and accommodations, ensuring an inclusive and welcoming experience for all.
- **Online accessibility:** Continued to uphold WCAG 2.0 Level AA standards on the website.




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02

Breakout groups

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BREAKOUT GROUP TOPICS



- Programming & Venue Stewardship
- Community Access

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Activation by Las Cafeteras



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County Purview: Oversight and Governance Processes, and Funding

Go to www.menti.com
Use the code 27 27 27 8

LA Phil operates The Ford under a partnership with **Los Angeles County via Department of Parks & Recreation**, which owns the venue and surrounding parkland. This public-private collaboration balances world-class artistic programming with public stewardship and accountability.

The Ford Programming and operation is largely funded by Department of Parks & Recreation.

To ensure transparency and accountability on behalf of the Board of Supervisors, and the alignment of operations with public interest, several checks and balances are in place:

1. County Oversight & Approval
 - Ticket & Food Pricing reviewed and approved
 - Sublease Agreements subject to County review
2. Structured Communication Channels
 - Monthly Standing Meetings (Operational & Management)
 - Bi-Monthly Community Advisory (LA Phil, LNHS, neighbors, Parks & Rec, County)
3. Compliance & Impact Management
 - Environmental Impact Reports
 - Sound Monitoring & Curfew Enforcement
 - County Staffing Oversight
4. Governance



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2025

**COMMUNITY
ENGAGEMENT
SESSION**

**PREPARED BY
THE ASPIRE GROUP**

Background and Introduction (Slides 2-9)

The Los Angeles Philharmonic Association (LAPA) held an annual public community engagement session on September 24, 2025 from 1pm to 3pm in person at The Ford and virtually via Zoom. Cynthia Fuentes, Vice President of Community and Government Engagement for LA Phil, opened the meeting and introduced Chelo Montoya as the new Director of The Ford, highlighting her extensive experience in the arts. The meeting focused on updates from LA Phil and The Ford, including introductions of new leadership and discussions about their commitment to community engagement and accessibility initiatives.

Information was provided about the initial impetus for this annual meeting and context for why the community's engagement is valuable to the ongoing success of The Ford. The Ford's stewardship, including programming insights, the multiple avenues for access The Ford provides, its outreach and efforts to engage audiences, and responding to feedback from previous community engagement sessions was highlighted. The organization highlighted the season's achievements, including successful productions and community programs, while addressing challenges related to budget cuts and political unrest. The session concluded with an engagement and preview of an upcoming performance by Las Cafeteras that emphasized storytelling, cultural preservation, and the importance of honoring ancestors through various artistic expressions.

The Aspire Group was contracted by The Ford to provide consulting and facilitation services. Diane Burbie (in-person) and Meena Malik (virtual) served as lead facilitators, supported by Lloyd Wilkey (in-person facilitation) and Na'ilah Mu'ied (report preparation).

Opening Comments from LA Phil Leadership (Slide 3-7)

Chelo Montoya emphasized the importance of community engagement, engaged the participants in questions via mentimeter, and uplifted the EDI commitment and statement (slide 7). Kim Noltemy, LA Phil President and CEO, discussed the organization's commitment to transforming lives through music, including their free concerts and education programs such as YOLA. YOLA was started seventeen years ago by Gustavo Dudamel to bring quality music education to as many children as possible in the LA County and greater area. There are approximately 1,700 students involved now. Although Dudamel is leaving to the New York Phil, YOLA will continue on in perpetuity and has a 10 year plan. Noltemy discussed each of the venues that LA Phil manages (slide 6) and how they try to use each of them to their full capacity and bring music to as many people as possible.

Parks & Recreation Relationship (Slide 8-9)

Norma Edith Garcia Gonzalez, Director of the County of Los Angeles Department of Parks and Recreation, expressed gratitude for the partnership with LA Phil and highlighted their efforts to make The Ford and other venues accessible to diverse communities and those who historically have had less access to formal art programming. She mentioned they provide chaperones and food to assist with expanding access. She acknowledged Kurt Cabrera-Miller, who is the president of the LA County Parks Foundation, Chris Hassan, who is the Arts Deputy with the 2nd

Supervisory District, and her LA County Parks team. She stated that LA County Parks is an annual contributor and are working with LA Phil to find creative ways to make sure budget curtailment doesn't impact programming.

Meeting Process/Structure (Slide 10)

The meeting was conducted in person and virtually via Zoom. It included interactive elements using Menti.com and featured a preview of upcoming performances and initiatives. The agenda covered a broad range of topics and allowed space for community engagement.

Agenda

1. Welcome
2. Parks & Recreation Relationship
3. Who We Are
4. Programming
5. Community Residencies
6. Ticket Access
7. Communications/Marketing
8. Future of The Ford Break Out Groups
9. Engagement Activity by Las Cafeteras

Mentimeter

Results from the polls are available at the end of the report.

Who We Are (Slides 12-13)

The Ford and LA Phil leadership and staff was introduced:

- Kim Noltemy, LA Phil President and CEO
- Cynthia Fuentes, Vice President Community and Governmental Engagement
- Meghan Umber, President Hollywood Bowl and Chief Programming Officer
- Kelvin Vu, Vice President, Venue Operations
- Nora Brady, Marketing and Communications Officer
- Gina Leoni, Associate Director of Operations and Logistics
- Gabriela Hernandez, Coordinator
- Jackeline Rodriguez, Community Programs Coordinator
- Sergio Bocardo, Leni Boorstin Community Initiatives Fellow
- Jessie Cleveland, Artist & Venue Lead
- Jacquelyn McNealy, Artist & Venue Assistant
- Katherine Leon, Artist & Venue Assistant
- The other team members, security officers, front of house staff, ushers, grounds staff

Who Is Participating Today (Slide 14)

Chelo used menti.com for participants to show where and what supervisory districts they reside in. She also polled people live to see if there were folks who are artists, audience members who've attended programs at The Ford, community stakeholders, government representatives, and The Ford and LA Phil staff.

Programming (Slides 15-28) *Chelo Montoya, Director, The Ford*

Highlights were presented from The Ford's season, showcasing a wide range of productions, including music, comedy, spoken word, theater, dance, film, podcasts, and more. Chelo encouraged the participants to imagine who they want to see on the stage of The Ford. They showcased legacy artists, emerging talent, traditional and contemporary works. The Ford hosted 44 shows, with 12 sold out performances (as of the date of the meeting), and emphasized their commitment to supporting local artists and community engagement. Also discussed was the FordLab Producers program, which selected 9 producers from 60 applicants, and highlighted the success of their community residencies and apprenticeship programs. 79% of the artists are county residents. 69% are new to The Ford, producing and participating in these programs. The theater faced challenges due to nationwide budget cuts and political unrest, but adapted to continue their mission of supporting artists and fostering community connections. Appreciation was expressed to the Los Angeles County Department of Arts and Culture for their generous support of two dance programs this season (slide 17).

Chelo expressed appreciation for Kristin Sakoda and her team for supporting the programs; welcomed back a long-standing program, Grandeza Mexicana; and celebrated the Lula Washington Dance theater's 45th anniversary at The Ford. She shared the documentary about Lula Washington's legacy and Dance Theater (slide 19).

Chelo shared that The Ford presents intergenerational programs with sensory zones, arts and crafts, and activations. LA Soundscapes programs (slide 20) included Punk Kids LA, Wonderland with Universal, and Hangawi, the autumn festival with the Korean Kim Young Hwa Korean Dance Company, and Ole Los Angeles.

FordLab Program (Slides 21-25) *Chelo Montoya, Director, The Ford*

There were nine producers selected out of 60 LOI's for this year's FordLab program. These shows are a way to support community producers. There have been lessons learned over the last five years. The Aspire group conducted a 5-year study as a way to monitor where gaps exist and measure outcomes against their EDI goals (slide 23). FordLab is a one-of-a-kind program and there are no other programs like this in the country that support producers entering the program at various levels of expertise. The Ford continues to listen, adapt, and learn each year.

Recruitment efforts are made in collaboration with partners such as LA County Department of Arts and Culture, Arts for LA, and Arts Council for Long Beach. They increased recruitment and

posted on laculture.net and outreached to the Creative and Independent Producers Alliance, as well as to previous applicants.

Maira Solis, Director of Mariachi Tierra Mia (video slide 24), shared about her experience as one of the producers in the 2025 cohort. She stated that the experience has been rewarding and has challenged and pushed her in many different ways, not only as a musician, but as a producer and as a leader.

Chelo shared another way that The Ford is developing the program is through piloting ways to foster connections. A mentorship program has been added to expand their professional development offerings and to uplift new producers. They paired Maira with Susie Garcia, a seasoned producer. (Slide 25)

The Ford has had to adapt to funding shifts and political challenges this year as well. Nationwide budget cuts to the NEA have directly impacted programs such as Cornerstone theater Company's DIRECT ADDRESS, affecting their ability to sustain their original vision of their show. They have come together to reshape the program to an intimate onstage performance. Chelo recognized and acknowledged their efforts to focus on the art and expressed appreciation for the support of Dr. Maria Rosario-Jackson, former Chair of the NEA who was present at the meeting (Slide 26).

Chelo underscored that political unrest in immigration policy has also impacted audiences and shows that typically sell out are not selling out. People may have fear of attending these spaces. An expression of resilience from FordLab participant, Bajo La Luna (video slide 27), was shared.

Two team members were spotlighted: Jackie Rodriguez and Sergio Bocardo-Aguilar (slide 28). Jackie began her relationship with the LA Phil in YOLA. She entered the program in third grade and she was the first Leni Boorstin Community Initiatives Fellow.

Sergio, current Leni Boorstin Fellow, who is focusing on the Ticket Access Program. He has been researching something that's passionate and dear to him. He is looking at EBT as a way to engage audiences who have different economic challenges.

Community Residencies (Slides 29-37) *Chelo Montoya, Director, The Ford*

The Ford initiated community residencies in 2021 and since then, have partnered with organizations such as Las Fotos Project, LA Commons, the LA Conservation Corps, and the Black Image Center.

- **Emerging Concert Photographers** (Slide 31)
One of the first programs was the Emerging Concert Photographers through Las Fotos Project. This program invites five photographers from Las Fotos Project to the Creative Entrepreneurship Opportunities Program to capture selected concerts. It features mentorship with professional photographers, and a lot of these photos have ended up

on the website, social media, and mounted in exhibitions, both at LA Phil sites and other venues. On occasion, they're also featured in press opportunities.

- **Through Our Lens** (Slide 32) Through Our Lens, established in 2024 in partnership with Las Fotos Project, has since expanded into a partnership with the Black Image Center. This opportunity provides creatives aged 19+ and emerging professionals with limited photojournalistic experience. They follow some of the performances throughout their trajectory and do a photo essay as a way to promote the show.
- **Craft Artist Residency** (Slide 33)
The Craft Artists Residency with LA Commons was established in 2022, which invites four artists to create unique workshops that are reflective of the diverse musicians and performances in their LA Soundscapes programs. These workshops include hands-on art activities for all ages, all families, all people, and ways to engage and interact.
- **Artist Venues Apprenticeship** (Slide 34) The Artist Venue Apprenticeship Program is another way to engage high school apprentices interested in careers revolving around the performing arts. Each time they visit for the soundscape programs, they get to shadow one of the team members, the director, associate director of operations, and their artist venue assistant. They rotate and get a 360 view of how to produce from these different vantage points.
- **LA Conservation Corps & LACC Career Day** (Slide 35) *Kelvin Vu, Vice President, Venue Operations*
The Ford also offers other initiatives that involve broad participants, such as the LA Conservation Corps, which was initially engaged as part of their Kawenga Pass Project, working with youth to be stewards of our spaces, and LACC Career Day.
- **Workforce Development Program -The Beckmen YOLA Center – IATSE Local 33** (Slide 36) *Kelvin Vu, Vice President, Venue Operations*
LA Phil has a unique relationship with Local 33. They rely on stagehands as laborers and experts. When they started developing the Beckmen YOLA Center they wanted music education to not just extend to orchestral music, but also to their stage technicians. They formalized a training with Local 33 called the Workforce Development Program that started at the Beckmen YOLA Center. The program is a two-year program where members can receive hands-on training regarding stagecraft at The Ford venue. The first year resides exclusively at the Beckman YOLA Center, with them graduating over to The Ford and to receive job training.

Carlos Cano, who is on the crew presently, is a member of the first graduating cohort of the Workforce Development Program. Carlos is now a member of Local 33, and taking work all throughout Local 33 venues, not just at LA Phil venues.

Kelvin expressed appreciation for two people that helped design and lead the program, Vince Camuglia, from CS Arts in San Gabriel Valley, and Diana Melgar, who was a YOLA student starting from the third grade and is also now a full-time employee. Together, they led and designed the program, and have benefited directly from the lived experience of on-job training.

The program is now in the second cohort, and hiring the third cohort in the new year.

- **Program Growth** (Slide 37)

The depth of the partnerships and the reach of the programs have grown, and Chelo feels what they do best is long-term development, long-term support, matriculating youth from starting the program into other stages. From the high school students to post-high school, they are bridging gaps and providing more opportunities along that trajectory.

Ticket Access Program (Slides 38-44) *Chelo Montoya, Director, The Ford*

- **Community Outreach** (Slides 39-40)

The Ticket Access Program is a way to increase access to the LA Phil venues. They outreach to constituents across the county, starting with their concentric circles. They do neighborhood outreach through the local HOAs and grassroots efforts (Slide 40). Chelo attended a few neighborhood council meetings and LA Phil is always looking to find more ways to connect with the community.

- **LA County Dept. of Parks & Recreation, Neighborhood Outreach, and Organizations Across the County** (Slide 41)

They also work with the LA County Department of Parks and Recreation to offer special wraparound programs. These programs ensure that people have transportation and food access to eliminate barriers to access. Sergio reaches out to different organizations while working with the supervisory districts to identify organizations in each district.

- **Ticket Access Program Growth** (Slides 42-43)

This year with the Leni Boorstin Fellow, and the network of community organizations provided by the new Director, they have increased access significantly (43%) from 83 to a total of 205 partners.

- **Testimonials** (Slide 44)

- *“Attending performances at The Ford has been such a meaningful experience for our group. This was our second year being invited. We’ve been able to offer opportunities to individuals who might not otherwise have access to events like these.” - Puente Latino Association*
- *“The atmosphere was vibrant and the performance powerful. Especially the Angelitos Negros piece at Lula Washington. Thank you for making this possible we truly had a memorial experience!” - Better Youth*

- *"I want to thank you & The Ford Team for everything; our seniors truly had an amazing time." - LA County Dept. of Parks and Recreation*

Communications/Marketing (Slides 45-55) *Nora Brady, the Chief Marketing and Communications Officer*

Nora Brady, the Chief Marketing and Communications Officer, presented data on audience demographics and marketing strategies, emphasizing their efforts to reach diverse audiences across LA County. The team has increased their use of email marketing, social media, and partnerships to promote events and engage with the community. They also discussed their commitment to accessibility, including bilingual websites and multilingual audience services.

- **Audience and Demographics** (Slide 46-47)

The information compares over the course of a 5-year range of their audience, and it is not complete for 2025. Once the season ends, the information will be shared with the community. The data shared today is as of September 9, 2025. It is important to see it in relation to LA County to make sure that we are moving towards being reflective of LA County.

Information from the ticket access programs showed us that the wraparound programs from Parks and Recreation are vital to venue access.

The demographic data is fairly consistent from year to year. There are some changes that happen from year to year based on programming. By the end of this year, it is expected for the demographics to look more aligned with 2024, with a slight increase in our African American audiences based on the concerts that we have at the end of the season.

- **Audience by Venue and Districts** (Slide 47)

There is higher attendance from the populations around the venue, as expected. People that are local come to the venue through seeing the venue in their day-to-day life. It is important that the population is across LA County. When gaps are seen, they make sure to target those areas.

The value and privilege of having multiple venues allows for an increase in the reach and awareness of The Ford through the ticket buyers of those other venues (Walt Disney Concert Hall and Hollywood Bowl). There is a focus on continually populating the audience of The Ford with cross-promotion, and to make sure that there is a bespoke audience, a specific audience, a loyal audience to The Ford itself. The data is tracked based on crossover, which is at 24% and in comparison to last year's 23%.

- **The Ford 2025 (to date)** (Slide 48)

The most to date geographic heat map of the audiences was shared. Attendance from downtown Los Angeles and South LA have increased this year in comparison to previous years.

- **Marketing Channel Overview (Slide 49)**

A cross-channel marketing strategy is used to reach a broad local audience base. Both advertising and community engagement played an important role in reaching the targeted audiences this season. The community engagement efforts have evolved, in particular, in the cultural ecosystem and showing up at different events and making sure that they are actively in communities across LA County, and bringing The Ford to the audiences across the county.

- **Direct Marketing (Slide 50)**

Direct marketing is in two places: the brochures that are mailed out to 66,000 individuals and targeted email marketing. The 66,000 brochures were sent a little later this year on purpose. They wanted to make sure that all of the artists, or as many as possible, could be part of that brochure and receive visibility. It was effective in getting additional awareness to the totality of what The Ford presents.

For email, they saw an increase this year by 29% in comparison to other years. A bi-weekly email is sent to a broad list to increase the awareness of their artists and then targeted messages are sent, either targeted for the specific artist or for a specific theme. All engagement metrics have increased this year by approximately 20% and revenue through those emails increased by 67%.

- **Advertising (Slide 51)**

In the meeting last year, a participant commented on not seeing their street pole banners in their drive towards The Ford. That feedback was examined and they made sure to have the street pole banners and outdoor advertising across LA County in all districts. Feedback is received and impacts strategy.

Radio ads were also increased. Increasing radio, audio content on their website, and on social media helped to tell the experience of The Ford, as well as artists that are not as well known. The increase was 8% this year to help support artists and sales.

Most online advertising is around social in collaboration with their artists and through a collaboration across their channels, making sure to have cross-promotion, supporting The Ford with The Ford channel, and across the channels of the LA Phil and Hollywood Bowl.

TV advertising is done through partnerships. The on-air promotional segments with Univision were free to The Ford through their partnership with the Hollywood Bowl.

- **Social Media (Slide 52)**

Social media is where marketing gets to play and have fun. A lot of the videos that were seen in this presentation were done by the team and amplified on social media and YouTube, and the website. There are two ways that they think about social media. 1) is amplifying through their artists, and 2) is amplifying the experience of the venue and the experience of their audience. In the approach of celebrating the artists, they worked on two key series, 1) Artists to Explore, which introduces performances to new audiences, and 2) Spotify Takeovers, which shares artist curated playlists that give followers insight into their musical influences. This positions The Ford as a cultural curator, not just a venue promoter.

Also spotlighted this year was LA Commons and their incredible work with LA Phil. Showcasing that work reinforces the commitment to the local arts ecosystem. Collaborative content with artists is also done, creating content that they can show and have ongoing on their channels. It is done on their behalf and used for the concerts and concert promotion. Their stories are told and the artists have that for their promotion after they've been at The Ford. It is important that there's an authentic voice to the venue and to amplifying artists, and that this is done in collaboration with them, and that they're having a voice in the creation process.

From the venue experience perspective, audience interviews are conducted in order to hear about their experiences.

- **Partnerships & Community Outreach** (Slide 53)

Partnerships and community outreach is an area that has received great focus this year across all venues, and specifically at The Ford. They looked at how they are engaging partners in beneficial and impactful ways, and not just pushing out promotion. They considered how to be a good collaborator, communicating ways for them to access the venue through the shuttle system, or different ways to communicate. The number of partnerships have increased threefold (300%). Considering the depth of those partnerships as opposed to the breadth enabled an increase in the number of partnerships.

A request was made by Nora to the participants; "If you know of a partner, if you know of an event that you think would be helpful for us to show up, if there's a way that we can help to contribute to your community, this is where it's really helpful for us to hear from you. Many of the partnerships that we have engaged this year and that have enabled that increase are through these conversations that we've had at this meeting. So, again, anything that you can provide back to us in feedback is super helpful to us as we continue to engage our audiences across LA County."

- **PR to Boost Ford Visibility** (Slide 54)

The PR team loves telling the story of The Ford. There was a 30% increase in press this year, which was exponential over the last 5 years.

This year they engaged a local Spanish-language PR agency called Santa Cruz and they have been incredibly helpful in being able to tell the story of many of the artists and activities throughout the venue.

- **Accessibility & Access (Slide 55)**

Nora focused on addressing challenges in accessing venues for certain communities, explaining efforts to mitigate issues and the impact on attendance, particularly for Latino-focused shows. The importance of demographic data was emphasized in improving outreach and access, while also highlighting the need for more community forums to engage with audiences throughout the season.

There is a bilingual website, a bilingual app, and a multilingual audience services department where there's always multiple people on call that speak multiple languages available.

They have a AAA rating across all digital channels, which means that they're approved at the highest level for accessibility. They are redoing the websites, which will include The Ford for next season, and they are hoping to get to AAA status through that redesign. Through all that they do, it is a core element to make sure that they are as welcoming and available to all individuals across LA County.

This year they specifically built out a venue guide and accessibility information on the digital channels and through welcome emails to make sure that they included dining options, wheelchair seating, assisted listening devices, accessible restroom locations, and all of the services that they provide. They have a partnership with LA Soundscapes, which increases accessibility opportunities for families. That extends to the understanding and training of audience services, box office and ushering staff to ensure that all are welcome and all are served as they enter the venues.

Breakout Groups: Future of The Ford (Slides 56-57)

The Ford invited attendees to join breakout sessions facilitated by The Aspire Group focused on programming and community access. Diane Burbie encouraged participants to share their thoughts on the updates received and the challenges that remain. Breakout groups were organized for in-person and online participants, with discussions focusing on programming, venue stewardship, community access, and ticket distribution. Attendees were reminded to engage actively in the breakout sessions, and questions about ICE navigation and demographic information were raised, with Diane and The Ford staff agreeing to address these concerns further.

In-Person Breakout Group 1:

Comments shared:

- Folks appreciated the information shared

- Most were impressed with the various initiatives to attract diverse audiences
- Surprised to learn about so many programs beyond on-stage performances
- Felt that the meeting conveyed inclusion
- Appreciated the transparency about marketing strategies
- Loved the intentionality around supporting local artists

Questions and suggestions shared:

- Would like to see information about local artists featured on stage and what supervisory districts they come from
- Would like to see a program to get more artists from LA on stage, not just producers
- Would suggest collaboration with environmental partners and more art around the environment (such as programming around clean water, soil and fires)
- Please share more about how you engage young children. Do you support field trips?
- Who can I talk to about better understanding the FordLab application process?
- Would like to know how artists for each season are selected
- What are the methods used to learn about new artists?
- Would like to see more Persian and South Asian artists featured

In-Person Breakout Group 2:

Comments and suggestions shared:

- Members suggested more AAPHI voices / talent in the season especially during October during Filipino Heritage Month
- Another individual suggested more artists by queer artists throughout the season as there were no prominent queer artists in our current 2025-2026 season
- Several members liked the piece of EBT that was being built at The Ford, a way to diversify the Ford's demographics and be inclusive of more groups.
- Audience members suggested a concert series for Schools by Schools in which they would conduct performances here for their peers
- Audience members were really glad that there are several opportunities for members of the community to engage with The Ford through the several Community residencies programs

Virtual Breakout Group:

Chelo joined the virtual group and shared her experience of a busy start at her new role, producing 26 shows since joining, and discussed strategies for engaging schools through programs like the Cultural Arts Passport. She emphasized the importance of representing diverse communities in programming, particularly in FordLab 2026, and highlighted collaboration with other LA Phil venues.

Comments and suggestions shared:

- Appreciated hearing the current info and progress
- Informative, loved hearing more about what goes on behind the scenes

- The marketing strategies were interesting to see
- So impressed by their growth in outreach
- This is the first time for me. Good info. Is the info accessible later?
- I appreciate the continued commitment of the partners, and expansion of partnerships. They lend true depth and expansion to meaningful access.
- I just appreciate learning so much more about the Ford. I am so excited. I hope I pass the muster for the FordLab but I am also wanting to know more about the marketing and outreach. I can help
- The demographic information was really helpful - just reiterating my above question about strategies to collect demographic information for the ticket access program to ensure your stats are most correctly reflecting your audience
- I am new to this space. Our agency benefited from a partnership with UniverSOUL and they put us in contact with The Ford so it would be nice to hear more about their community engagement
- The marketing strategies are very wonderful and am curious to know how we the artists share our own community outreach efforts to the staff
- Our staff and community members have just recently gone to The Ford, we have been at the Bowl pretty consistently over the years. The offerings have been very cultural inclusive and gives the community members pride to see performers from their culture.
- Parking and getting to the Ford remain a challenge for our community members.
- I'm appreciative for all the charts and wealth of information. As a great supporter of The Ford, this presentation has really helped me see the strengths and challenges.
- I am happy to help with strategies to better serve SD-2.
- It would be helpful to see banners potentially aligning with efforts that bring in shuttles to Hollywood Bowl. This could get to more UA communities.
- I would love to meet with you for SD2 and how to increase....
- I can help with KJLH
- I heard Hollywood Bowl ads on KJLH this morning. Would be great for Ford shows to be on there too
- Collaborating with groups/CBOs versus individual households.
- Cultural sectors of consulates
- It was great to feel the hopeful vibe and commitment to mission. Thank you!
- Impressed at the strategies for making the Ford such an inviting place to see beautiful work from LA based artists and the US based and international artists
- the investment into analyzing what works and what doesn't over the years is really impressive
- Got to go, but look forward to more interactions. Lorenzo brought up great points.

Questions shared:

- Why are the banners limited to 15 mile radius?
- Curious about the increased radio presence - is that only paid advertising? Any stats on whether that brought in audience members? Are there plans to broadcast any future programs in an effort to increase accessibility?
- I too would like to know how the the LA Phil is handling the ICE issue
- What are your goals/strategies for increasing access to areas that have lower attendance, particularly SD-2 unincorporated areas?
- Why didn't they use KJLH
- How do I contact you
- How often do you do these types of community forums?

Activation by Las Cafeteras (Slide 58)

The session concluded with a preview of an upcoming performance by Las Cafeteras, Chelo praised them for their activism and storytelling through music. They led a workshop on cultural memory and identity, sharing personal stories and conducting an icebreaker exercise where participants shared their birthplaces and family backgrounds, particularly in the context of Dia de los Muertos. They explained how the program "Hasta La Muerte" emerged from personal experiences with loss and became the foundation for an upcoming theatrical production at The Ford, emphasizing the power of storytelling and cultural preservation.

The gathering concluded with gratitude expressed to the team, collaborators, and audience, encouraging further participation in upcoming events.