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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>

3b

SACHI A. HAMAI
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June 26, 2017

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

From: Sachi A. Hamai
Chief Executive Officer

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

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

Based on our office's analysis, an annual requirement of \$28.2 million in net County cost (NCC) is needed to implement all 13 CEII recommendations by year ten. The first year's cost to the County for implementing all recommendations is \$18.8 million; comprised of \$13.0 million in ongoing funding and \$5.8 million in one-time funding. The ongoing funding beginning in year one includes \$1.7 million needed for 16 County positions to provide program management and oversight.

"To Enrich Lives Through Effective And Caring Service"

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We are recommending a total of \$214,000 in NCC funding be allocated at this time for CEII recommendations one, two, three, and eight as follows:

- **Los Angeles County Cultural Policy** (CEII Recommendation #1): One-time funding of \$50,000 to allow the Arts Commission to engage consultant support to draft a Los Angeles County Cultural Policy.
- **Inclusive Language, Policies and Infrastructure** (CEII Recommendation #2): Ongoing funding of \$50,000 to provide the necessary resources for technical assistance and training for arts organizations to craft and implement statements, policies, or plans that promote diversity, equity, inclusion, and access.
- **Arts Internship Program Expansion** (CEII Recommendation #3): Ongoing funding of \$114,000 to provide the necessary resources to increase the number of interns from 131 to 150 per year. This reflects a 15 percent increase to the program with no additional support positions recommended at this time. Given the fiscal uncertainties the County is facing, we recommend that expansion of this program beyond a 15 percent increase be revisited during the 2017-18 Supplemental Budget.

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

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

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

- **Neighborhood Bridges** (CEII Recommendation #6)
- **Cross Sector Artists** (CEII Recommendation #7)
- **Increase Organizational Grant** (CEII Recommendation #9)
- **Parks and Libraries** (CEII Recommendation #10)

Each Supervisor
June 26, 2017
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- **Connecting Organizations** (CEII Recommendation #12)
- **Arts Education** (CEII Recommendation #13 - a, b, and c)

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

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

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

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Arts Commission

Cultural Equity and Inclusion Initiative (CEII) Review

	NCC Req Initial	NCC Req Final	Pos Req	Recommended			Notes
				Ongoing	one-time	Pos	
1 Los Angeles County Cultural Policy	50,000				50,000		One-time funding to obtain a consultant to develop the policy.
2 Inclusive Language, Policies & Infrastructure	50,000	50,000		50,000			Technical assistance/training funding needed to work with all cultural agencies receiving County funds.
3 Arts Internship	448,000	1,121,000	1	114,000			Increase the number of interns from 131 to 264 over 3 to 6 years along with 1 support position. Recommend 19 addl. interns (total 150 interns, a 15% inc). Slightly increases min wage increase funding previously earmarked (FY 18-19 \$8K, FY 19-20 \$6K).
4 Teen Arts Pathways	230,000	230,000	1				Employment and Learning Opportunities in the Arts and Culture for underserved High School students. Includes funding for the program and 1 staff.
5 Creative Workforce Development Center	490,000	490,000	2				Outreach, educational programming and 2 staff to link under-served students and mature workers creative industry.
6 Neighborhood Bridges	6,477,000	9,691,000	3				Municipal grants to expand arts and culture to all neighborhood and communities.
7 Cross Sector Artists	235,000	1,835,000	1				Place Artists/creative workers in Los Angeles County departments in paid positions as creative strategists to develop innovative solutions to social challenges.
8 Private Developers Fee	-	-	2				Requires 1% of the cost of private commercial developments over \$500K to be used to incorporate artwork into their development or pay an in lieu fee to support cultural services within the community.
9 Increase OGP Program	905,000	4,518,000					Double OGP Grants over 1-5 years.
10 Parks & Libraries	1,760,000	6,260,000	2				Grants & development services to parks & libraries with the least arts programming to support production/marketing costs of arts events with focus on under-served population.
11 Audiences to Cultural Info	1,125,000	125,000	1				5 year communications initiative to share available arts and cultural offerings to all residents and visitors.
12 Connecting Organizations	750,000						3 year project to provide grants to small/mid arts organization to develop/implement marketing efforts to reach new audiences.
13a Arts Education - Arts Coordinators	3,875,000	125,000	1				Have a dedicated arts coordinator to serve every school district. The cost would gradually lower as the school district assumed the staffing cost.
13b Arts Education - Advancement Grants	2,110,000	3,750,000	2				Competitive 1:1 matching grants to Los Angeles County school districts to advance key arts education action items.
13c Arts Education - Learning Opportunities	285,000						2 year project to position community arts partners to play a greater role in providing students with robust arts learning.
Total	18,790,000	28,195,000	16	164,000	50,000	-	



1055 Wilshire Boulevard
Suite 800
Los Angeles, CA 90017
Tel 213.202.5858
Fax 213.580.0017
www.lacountyarts.org

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Rosalind Wyman

Kristin Sakoda
Executive Director

DATE: Tuesday, June 26 2018

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

FROM: Kristin Sakoda 
Executive Director

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

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

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

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

The following information provides an update on implementation of the CEII recommendations, referenced by the number in which they appeared in the CEII report.

Recommendation #1: Development of a Los Angeles County Cultural Policy

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

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

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

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

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

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

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

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

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

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

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

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

Advisory Committee

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

Evaluation

Workforce Demographic Survey

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

Comprehensive Evaluation Plan

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



1055 Wilshire Boulevard
Suite 800
Los Angeles, CA 90017
Tel 213.202.5858
Fax 213.580.0017
www.lacountyarts.org

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Rosalind Wyman

Kristin Sakoda
Executive Director

DATE: June 26, 2019

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

FROM: Kristin Sakoda
Executive Director

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

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

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

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

The following information provides an update on implementation of the CEII recommendations, referenced by the number in which they appeared in the CEII report.

Development of a LA County Cultural Policy (Recommendation #1)

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

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

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

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

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

of the program to date.

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

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

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

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

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

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

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

- Civic Art staff has worked closely with Regional Planning and County Counsel to research and draft the ordinance to establish the private developer civic art in unincorporated areas.
- In a public hearing on August 1, 2018, the Regional Planning Commission (RPC) the ordinance was held and continued to explore options for including a residential component.
- On November 28, 2018, RPC asked staff from the Arts Commission and Regional Planning to report back with draft language in the Percent for Art in Private Development Ordinance (Ordinance) that would include
 - 1) market-rate residential development and affordable housing incentives; and
 - 2) consider criteria for including architecture as art.
 - The RPC directive also included working with stakeholders that testified at the hearing, in the form of roundtable discussions for further outreach.
- The next RPC hearing was scheduled for February 13, 2019, and was continued to April 24, 2019, to ensure enough time to complete outreach and discussions with the development community and return with proposed language for the Ordinance.
- In January and February 2019 the Community Development Commission/Housing Authority (CDC) hosted two affordable housing stakeholders meetings in collaboration with Arts Commission and Planning.

- Based on stakeholder feedback and staff analysis the staff of the Arts Commission, Regional Planning, and the CDC recommended exempting 100% affordable housing.
- The RPC voted unanimously to approve a resolution recommending the ordinance be brought to the Board of Supervisors for approval on April 24, 2019.
- Arts Commission received 54 letters in support of this ordinance and presented them to the Commission.
- The hearing capped two years of stakeholder outreach, roundtable discussions, and research of precedent jurisdictions, following the original 2017 Board motion to create the ordinance.
- The RPC expressed it was pleased with the work done with business groups and the compromises made.
- Testimony included BIA and other developer/business groups opposed, as well as testimony from Arts for LA, Southern CA Assoc. of Public Housing, and others in support.
- The motion will go to the Board of Supervisors for adoption on July 23, 2019.

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

Advisory Committee

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

Evaluation

Workforce Demographic Survey

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



1055 Wilshire Boulevard February 28, 2020
Suite 800

Los Angeles, CA 90017
Tel 213.202.5858
Fax 213.580.0017
www.lacountyarts.org

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Chief Deputy

Heather Rigby

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

From: Kristin Sakoda *for KS*
Director

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

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

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

BACKGROUND

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

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

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

Arts and Culture Report Back Countywide Cultural Policy

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

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

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

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

PURPOSE

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

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

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

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

Arts and Culture Report Back Countywide Cultural Policy

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

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

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

PROCESS

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

POLICY

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

The Policy sets forth three main pillars:

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

Additionally, the Policy is intended to nurture a culture within the County that values and celebrates arts, culture, and creativity; strengthens cultural equity and inclusion; and leverages arts and culture in County programs, services and strategies, to achieve the highest potential of communities across all aspects of civic life.

Arts and Culture will provide leadership, guidance, and coordination across County departments and agencies to support implementation in the pursuit of the goals of the policy.

Arts and Culture
Report Back Countywide Cultural Policy

RECOMMENDATION

Arts and Culture respectfully recommends that the Board adopt the Countywide Cultural Policy as the first of its kind, with a stated goal of providing a framework for how the County can contribute to cultural life and advance cultural equity in every sector of civic life in the County.

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

Attachment I
Attachment II
Attachment III

KS:HR:mm

c: Executive Office, Board of Supervisors
 Chief Executive Office
 County Counsel

3.180 - Countywide Cultural Policy

Effective Date: TBD

PURPOSE

The Countywide Cultural Policy (hereinafter, "Policy") provides direction and guidelines for how Los Angeles County and its Departments will ensure that every resident of the County has meaningful access to arts and culture. The intent of this policy is to foster an organizational culture that values and celebrates arts, culture, and creativity; strengthens cultural equity and inclusion; and leverages arts and culture in strategies to achieve the highest potential of communities across all aspects of civic life.

REFERENCE

December 10, 1948: [Universal Declaration of Human Rights](#)

September 29, 1965 (amended May 31, 1984, and December 20, 1985): [National Foundation on the Arts and Humanities Act of 1965](#)

November 10, 2015: [Board Motion](#): *Improving Leadership, Work Force, Programming and Audience Diversity in Los Angeles County Cultural Institutions*

April 2016: [County of Los Angeles 2016-2021 Strategic Plan](#): *Creating Connections: People, Communities, Government*

October 2016 (revised): [Statement](#) *Americans for the Arts Statement on Cultural Equity*

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

April 4, 2017: [Board Motion](#): *Los Angeles County Cultural Equity and Inclusion Initiative*

June 27, 2017: [Board Motion](#) *Establishing Transition of the Arts Commission to a County Department*

November 20, 2018: [Ordinance](#) *Establishing Los Angeles County Department of Arts and Culture*

United States Conference of Mayors, 86th Annual Meeting: [Resolution Supporting Cultural Equity](#)

DEFINITIONS

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

POLICY

Preamble:

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

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

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

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

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

Policy: All County departments will strive to provide services, conduct internal operations, allocate resources, establish regulations, and operate facilities in a manner that supports cultural equity and ensures that all individuals and communities can participate fully and equitably in cultural life through the arts. County commissions, agencies and authorities, municipalities, and private sector partners of the County are also encouraged to incorporate the principles of this policy.

The Department of Arts and Culture (hereinafter, "Arts and Culture") will provide leadership, accountability, and coordination across County departments and agencies to support implementation and ensure arts and culture are utilized in the pursuit of goals articulated in this policy. Arts and Culture will establish target goals

and benchmarks, and identify areas of need, to measure progress on the policy and report at regular intervals on such progress to the Board of Supervisors.

In addition, the County will:

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

- a. Invest in cultural infrastructure that supports artists and nonprofit cultural organizations in a manner and at levels that ensure Countywide access to the arts and opportunities for all County residents.
- b. Expand equity-focused arts and culture investments to increase support for community-based organizations and cultural resources, particularly those that represent and serve historically marginalized and low-income communities and communities of color.
- c. Diversify the means of County support for arts and culture to include facilities, land use, funding, policies, and other means, and identify ways that each County Department can contribute to cultural life to assist in eliminating barriers to access.

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

- a. Foster cross-sector and interdepartmental collaboration to leverage arts and culture as a County strategy to support positive outcomes across every sector of civic life, including but not limited to:
 - i. Making every effort within the scope of its reach to ensure equity and access to quality arts education and creative learning for public school students.
 - ii. Incorporating arts, culture, and creative placemaking in equitable development and sustainability.
 - iii. Stimulating a robust and inclusive creative economy with access to career pathways and opportunities for diverse county talent.
 - iv. Integrating civic art and design in the creation of public spaces, transit, and infrastructure.
 - v. Including arts-based strategies in criminal justice reform, child welfare, and prevention.
 - vi. Promoting cultural exchange, cultural heritage, and diplomacy through the arts.
 - vii. Utilizing arts to support health, address trauma, promote healing, and well-being for all communities.
- b. Assess the impact to arts and cultural assets as part of County land use and development plans to limit displacement and support cultural resources in communities.
- c. Include arts and culture in Countywide strategic plans, major initiatives, and resources to address Board Directed Priorities and the Cultural Equity and Inclusion Initiative (April 4, 2017).
- d. Incorporate arts and culture in County community engagement practices to engage diverse and underserved communities in the development of County plans, initiatives, and projects.

3. Promote cultural equity, diversity, inclusion, and belonging

- a. Identify ways to acknowledge Indigenous Peoples as traditional stewards of this land at County public events and ceremonial functions and celebrate the contributions of culture bearers and traditional arts practices of diverse communities.
- b. Incorporate arts and culture in County employee engagement, equity initiatives and training, and County facilities to create inclusive and inviting spaces for County workforce and the public.
- c. Encourage and continue to expand cultural equity, diversity, inclusion and access within the cultural sector of the region and increase coordination across County-owned cultural venues in support of key policies and initiatives.

RESPONSIBLE DEPARTMENTS

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

DATE ISSUED/SUNSET DATE

Issue Date:	Sunset Review Date:

Advancing Cultural Equity and Inclusion:

Our Approach for Developing a Cultural Policy for the County of Los Angeles

February 28, 2020

Developed by Soluna Group,
in partnership with the Los Angeles County Department of Arts and Culture

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THE IMPORTANCE AND VALUE OF ARTS AND CULTURE

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

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

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

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

HOW WE GOT HERE: CULTURAL EQUITY AND INCLUSION

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

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

The first of those recommendations called for the development of a Cultural Policy that would focus on equity, diversity, inclusion, and access and would serve as a roadmap for how County Departments

can contribute to cultural life. This recommendation laid the foundation for a groundbreaking policy, one that would position LA County, per the CEII directive, “as a national arts leader in advancing cultural equity and inclusion in every sector of our civic lives.”

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

HOW WE DEVELOPED THE POLICY: A FIVE-PHASE APPROACH

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

Phase 1: Learn from the Cultural Equity and Inclusion Initiative

Reflected on what was learned from the CEII process, including literature reviews, town halls, working groups, and the advisory group.

Phase 2: Frame the Cultural Policy

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

Phase 3: Inform the Cultural Policy

Facilitated listening sessions with representatives from Arts and Culture’s advisory bodies, local stakeholder groups, and County Departments.

Phase 4: Align with County Policies

Convened LA County Departments to design and align the policy with Board and Departmental priorities.

Phase 5: Finalize the Cultural Policy

Integrated insights gathered from all stakeholders to craft the final Policy and worked closely with the Board of Supervisors for approval.

WHO WE ENGAGED: VOICES FROM THE FIELD

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

- CEII Advisory Committee
- Arts Commissioners

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

Policy Advisors

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

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

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

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

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

Community Stakeholders and Partners

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

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

Focus on Equity: Historic arts and culture inequities should be central in the design and

development of the Cultural Policy.

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

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

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

County Departments on Implementation

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

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

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

PRIORITIES FOR THE CULTURAL POLICY

Through our engagement with national policy experts and all groups of stakeholders, partners, and County departments, the following twelve priorities emerged:

1. **Commit to restorative, reparative, and equitable funding in communities:** Focus on historically underserved and under-resourced communities, such as small arts and cultural organizations, artists, collectives, and individual culture bearers, especially those from historically marginalized communities, e.g. communities of color, LGBTQIA+, disability, low-income, rural, indigenous, and immigrant communities.
2. **Ensure all residents have access to arts and culture:** Fund projects and community-based arts and culture institutions in decentralized communities to ensure that every LA County resident lives within one mile of an arts or culture facility in their own community. Recognize that communities have existing cultural practices, assets and cultural organizations rooted in their communities that are underserved; the goal is to expand support, recognition and funding to uplift and support their sustainability and self-determination.
3. **Support development of a diversity, equity, and inclusion infrastructure within the County:** Utilize best practices that advance diversity, equity, inclusion, and access while also supporting those efforts by other County agencies and Countywide.
4. **Integrate arts and culture:** Integrate arts and culture into the County's strategic plan and service delivery approach as a way for all Departments to contribute and support cross-sector arts.
5. **Utilize arts and culture to address trauma and promote justice:** Focus on communities of color that have been disproportionately impacted by the criminal justice system.
6. **Shift the narrative on arts and culture:** In addition to the traditional view of the arts as primarily fine arts and what is presented on stages and museums, utilize existing data and emerging practices to commit investments within the County that promote the societal benefits of arts and culture. Additionally, highlight and support the ways County Departments have used arts and culture to support their core mission.
7. **Name structural racism and systemic oppression as root causes:** Acknowledge that the unequal investment in arts and culture funding and structural racism create inequities in arts and culture in ways that contribute to inequities in other domains such as health, education, and community well-being.
8. **Support authentic community engagement and community partnership development:** Identify partners to implement strategies that will empower community members to envision and enact cultural programs that are meaningful to them.
9. **Acknowledge and elevate Indigenous People:** Recognize Indigenous People and communities as traditional stewards of the land and their enduring contributions at County public events and ceremonial functions.
10. **Support diversity, inclusion, and belonging:** Support the development of culturally appropriate and culturally specific local programming that is County-led and/or County funded to contribute to community cohesion, participation in civic life, inclusion, and belonging at the neighborhood level.
11. **Increase the ways County can support arts and culture in assets and operations:** Maximize the use of County-owned facilities and land for arts and culture services and programming, expand access to affordable cultural and creative space, and embed artists in County Departments so that art, culture, and creativity are incorporated into practice and service delivery.
12. **Address gentrification and housing affordability:** Create policies that support local neighborhood level arts and culture and sustainable development practices in order to ensure

that land, business, and housing development decisions do not lead to community and cultural displacement.

THE CULTURAL POLICY

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

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

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

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

Appendix 1: Policy Advisors

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

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

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

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

Holly Sidford is President of Helicon Collaborative, a consulting company that provides strategy development, program management, research, and facilitation for arts and cultural organizations and

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

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

Appendix 2: Select Works Reviewed in the Cultural Policy Process

December 10, 1948: [Universal Declaration of Human Rights](#)

September 29, 1965 (amended May 31, 1984, and December 20, 1985): [National Foundation on the Arts and Humanities Act of 1965](#)

November 10, 2015: [Board Motion](#): *Improving Leadership, Work Force, Programming and Audience Diversity in Los Angeles County Cultural Institutions*

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November 20, 2018: [Ordinance](#) *Establishing Los Angeles County Department of Arts and Culture*

United States Conference of Mayors, 86th Annual Meeting, 2018: [Resolution Supporting Cultural Equity](#)

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Cultural Policy Process Document

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

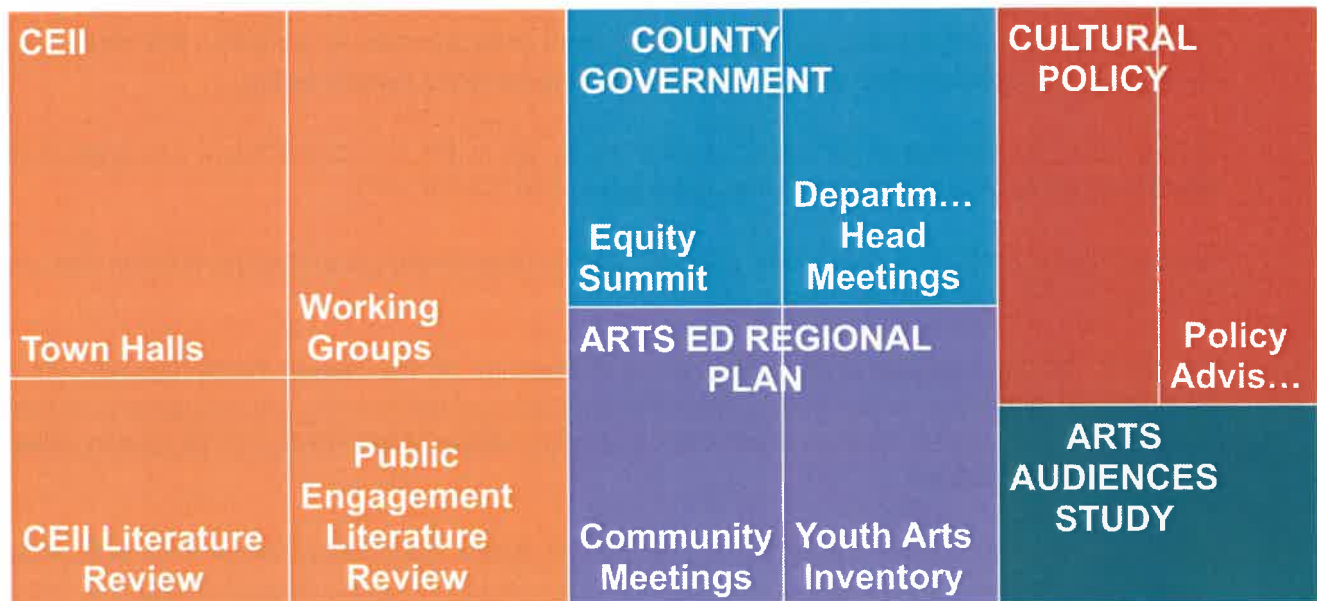


Below is a summary list of the process and the stakeholders that were consulted:

- The Los Angeles County Department of Arts and Culture (Arts and Culture) issued an RFP and engaged the consultant firm Soluna Group to facilitate the development of a cultural policy.
- January 2019, the Director of Arts and Culture (then known as the Arts Commission) convened County department leadership to discuss the role of the arts in cross-sector work.
- February/March 2019, Arts and Culture surveyed County departments to gather information that could be used to develop the Cultural Policy.
- May 2019, Arts and Culture staff facilitated arts integration at the County Equity Summit and the Director spoke about the forthcoming Cultural Policy. As part of the Summit, arts engagement activities allowed County employees to share ideas about how arts, culture, and creativity can be used to enhance the services they provide.
- June 2019, Arts and Culture hosted 10 regional forums across the County (two in each Supervisorial District) and gathered input to inform development of the forthcoming Arts Education Regional Plan and the Cultural Policy.
- June and July 2019, the Director of Arts and Culture and Research and Evaluation team convened interviews with national experts on cultural policymaking.
- September 2019, Soluna Group convened five stakeholder sessions where input and insight from various groups was gathered building off the community input gathered from CEII, these stakeholder convenings included the CEII Advisory Committee and the Arts Commission.



- October through December 2019, Arts and Culture hosted a series of three meetings with Department Heads, CEO, and senior leadership from all County departments.
- December 2019, staff gathered input from the Arts and Culture Youth Advisory Council, a group comprised of diverse youth age 18-24 including formerly justice-impacted, former foster youth, and youth interested in the careers in the arts.
- January 2020, Director Kristin Sakoda presented the Cultural Policy at the CEO monthly Department Head Meeting.





1055 Wilshire Boulevard
Suite 800
Los Angeles, CA 90017
Tel 213.202.5858
Fax 213.580.0017
www.lacountyarts.org

Board of Supervisors

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

Director

Kristin Sakoda

Chief Deputy

Heather Rigby

DATE: June 26, 2020

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

FROM: Kristin Sakoda *KS*
Director

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

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

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

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

In May 2018, Supervisors Mark Ridley-Thomas and Sheila Kuehl co-authored the historic motion that transitioned the Arts Commission into a stand-alone County Department, a recognition of the vital role of arts and culture in one of the largest and most diverse counties in the Country and one of the nation's creative capitals.

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

The Department fulfills its mission by investing in the County's cultural life, providing leadership, services, and support in three primary program areas: Grants and Professional Development, County Civic Art, and Arts Education, which includes coordinating the LA County Arts Education Collective. The Department's work also includes Research and Evaluation, Free Community Arts Programs, Career Pathways in the Creative Economy, Cross-Sector creative strategies that address civic issues and Board priorities, and, notably, implementing the Cultural Equity and Inclusion Initiative.

The following information provides an update on implementation of the CELL recommendations, referenced by the number in which they appeared in the CELL report.

Recommendation #1: Development of a LA County Cultural Policy

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

To ensure the Cultural Policy represents the needs and opportunities of all communities throughout the County, Arts and Culture sought input from a diverse group of stakeholders. Through this process, Arts and Culture engaged hundreds of community members, documented and integrated stakeholder feedback, and worked closely with the Board and County departments to draft the Cultural Policy. Outside consultant The Soluna Group compiled the input from these meetings. The following is a timeline of the process as previously reported to your Board:

- In June 2019, Arts and Culture hosted 10 regional arts education forums across the County (two in each Supervisorial District) and gathered input that would help inform the Cultural Policy.
- In June and July of 2019, the Director of Arts and Culture conducted interviews with national experts on cultural policymaking.
- Building off the community input gathered from CELL in September 2019, The Soluna Group hosted several stakeholder convenings of grantees, funders, artists, and youth where input and insight were gathered.
- From October through December 2019, Arts and Culture hosted a series of three meetings with Department Heads, CEO, and senior leadership from all County departments.
- In January 2020, Director Kristin Sakoda presented the Cultural Policy at the Department Heads Meeting.
- The policy was heard and approved at Audit Committee on February 19, 2020.
- The [Cultural Policy](#), including a full report of the process, was submitted to the Board on February 28, 2020.
- On June 23, 2020, the Board of Supervisors unanimously passed a motion by Supervisor Hilda L. Solis and co-authored by Supervisor Sheila Kuehl to adopt the Cultural Policy and request a report back in 120 days on implementation and resource needs. More than 250 letters of support were received.

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

- From April 2019 to June 2020, Arts and Culture hosted 11 CEll Technical Assistance Workshops with more than 200 attendees. To ensure compliance, Arts and Culture shared updated guidelines, online tools, and resources regarding the new requirement early in the process.
- 100% of the 222 Fiscal Year 2020/21 OGP applicants that advanced to the panel process this past spring met the new requirement.
- Recognizing that to advance cultural equity and inclusion, arts organizations would have to go beyond the requirements, and given interest from the field in additional training, in spring 2019, Arts and Culture launched a new Cultural Equity Intensive program with a cohort of five grantees over three months. Designed to develop and enhance cultural equity and inclusion practices across all aspects of the participating organizations, the program:
 - provided an in-depth assessment and planning process for the organization's cultural equity effort
 - guided participants to create a comprehensive cultural equity and inclusion plan
 - guided participants to develop a presentation to communicate the plan to their board, staff members, and external stakeholders
 - included one-on-one coaching tailored to the organization's needs
 - included the opportunity learn alongside other organizations
 - provided space for organizations interested in taking a leadership role in their communities to "think big" through the support of a learning community
 - All the grantees in the cohort received a small grant to deepen their CEll work over the course of six months. In January 2020, the group reconvened for another session facilitated by Diane Burbie to discuss how they used the grant funds and what they learned during this process.
- In order to learn lessons from implementation of this new grantee requirement, Research and Evaluation conducted and published an analysis of the statements, policies, and plans submitted for the 2019-21 grant cycle, [From Words to Action](#), which is described later in this report.
- Additionally, a convening was held on September 13, 2019 at LACMA to discuss report findings as well as provide an opportunity to learn from various nonprofit arts leaders on their approach to cultural equity and inclusion work. The panel was moderated by Diane Burbie, CEll consultant and facilitator.
- CEll workshops for Fiscal Year 2021/22 OGP applicants applying in fall 2020 will begin in summer 2020.

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

- The Arts Commission engaged Thomas P. Miller and Associates, national experts on workforce development, to conduct a research study focused on career opportunities for youth in the creative industries, the kinds of barriers some youth experience in seeking to access to those opportunities, what work is already being done to help them overcome those barriers, and best practices in the field.

The [Building Creative Career Pathways for Youth: A Field Scan for LA County](#) report was published in April 2019.

- Guided by the findings and recommendations contained in the report, and with a focus on diversity, equity, and inclusion, staff hosted multiple conversations with the field in August 2019 to further examine access to the creative economy for youth who have historically experienced barriers to employment, including those impacted by the juvenile justice system. A total of 66 educators who prepare youth for creative careers (e.g., staff from higher education institutions, nonprofit organizations, and County agencies) and 26 creative industry employers (e.g., representatives from museums, television/film/media organizations, tech start-ups, and government agencies) convened to review and discuss the report and its 23 recommendations.
- Recommendations and strategies identified in the report and convenings have been incorporated into the newly updated LA County Regional Blueprint for Arts Education, scheduled for adoption by the Board of Supervisors in fall 2020.
- Conversations continue with key partners – such as the Los Angeles Urban League’s Backstage Careers Program, community colleges associated with LAEDC’s Center for Competitive Workforce, Arts2Work (a national media arts training initiative recognized by the Department of Labor), the International Alliance of Theatrical Stage Employees (IATSE), the Academy of Motion Picture Arts and Sciences, and high school Career Technical Education/Arts, Media and Entertainment educators – to identify needs and to ensure that County efforts address those needs. This work includes classifying high-demand careers within the creative industries that have the lowest barriers to entry and building public awareness of these and other career opportunities in the creative economy.
- In May 2020, staff initiated a formal partnership with the Department of Workforce Development and Community Services (WDACS) to support the Film and Digital Media Board Motion. Through this partnership, Arts and Culture will serve as a strategic advisor on the development of the WDACS jobs pilot framework, leveraging a broad network of relationships that include arts education organizations, school districts, community colleges, and other entities working directly with youth.

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

Funded by the Board of Supervisors in 2017, the Creative Strategist-Artist in Residence (CS-AIR) program embeds artists in County departments to work alongside staff, project partners, and community stakeholders in a collaborative process to develop, strategize, promote, and implement artist-driven solutions to civic issues.

- Ten departments expressed interest in hosting a Creative Strategist for Cycle Two. Per funding availability, artists were placed with three departments—Mental Health, Parks and Recreation, and Public Health/Office of Violence Prevention.
- Fiscal Year 2019/20 Creative Strategists included Deborah Aschheim at Registrar-Recorder (who took over for Cycle 1 artist María del Carmen Lamadrid); Olga Koumoundouros at the Public Health/Office of Violence Prevention; Anu Yadav at the Department of Mental Health; Sandra de la Loza at the Parks and Recreation; and Clement Hanami, completing the second year of his two-year residency at Department of Public Health/PLACE working on the Vision Zero initiative.

- For Registrar-Recorder, artist Deborah Aschheim worked with Cal State and community college art instructors to develop student-led projects that raised awareness about the March 3, 2020 primary and new on-campus vote centers.
- Olga Koumoundouros' residency has been extended to develop her *Solutions to Violence Storytelling Project* that will be used to inform Office of Violence Prevention's strategic plan.
- Anu Yadav developed *Healing Through Story*, a toolkit for DMH's outreach and engagement staff that uses arts-based healing techniques to promote wellbeing.
- Sandra de la Loza created a framework and implementation plan that establishes standards for arts and culture as core programming across all LA County parks.
- This recommendation included the hiring of a FT staff position to support this work. The Cross-Sector Manager was hired in December 2019.

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

The Department worked with Regional Planning and County Counsel to research and draft the ordinance to establish a private developer requirement for civic art in unincorporated areas. Sustained stakeholder engagement and outreach was undertaken with real estate developers and associations over the course of more than two years to develop the ordinance.

- The ordinance was presented to the Regional Planning Commission on August 1, 2018 and November 28, 2018 and unanimously approved by the Commission on April 24, 2019.
- On July 23, 2019, the LA County Board of Supervisors considered the Public Art in Private Development Ordinance. At the meeting, the Supervisors indicated their intent to approve the ordinance as it relates to commercial and industrial development in unincorporated areas, while deferring a vote on whether or not to extend that fee to residential development projects. The ordinance was set to be heard by the Board for a final vote on February 4, 2020.
- Due to the COVID-19 pandemic, the item was continued again until April 7, 2020, then May 26, 2020, and then September 1, 2020.
- We anticipate the Ordinances and Policy and Procedures will be heard by the Board on September 1, 2020.

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

Advisory Committee

- The current term of the membership of the 2018-20 Advisory Committee is May 1, 2018 – April 30, 2020.
- There will be a forthcoming co-chair rotation process and renewal or reconstitution of the membership of the Advisory Committee. Due to COVID-19, it is anticipated to take place this summer.
- The Advisory Committee met during the year to discuss updates and progress on CEII Recommendations, reflect on their experience serving on the Committee, and participate in development of the Cultural Policy.
- Concurrently, District Cohorts met to discuss the needs and priorities of their districts. The Cohorts included Department staff, Advisory Committee members, Arts Commissioners, and Arts Deputies.

Evaluation

From Words to Action

- In 2018, the Department of Arts and Culture implemented a new eligibility requirement as part of the Cultural Equity and Inclusion Initiative. Applicants to the Organizational Grant Program must submit a statement, policy, or plan outlining their commitment to diversity, equity, inclusion, and access.
- To evaluate the impact of this new requirement, Research and Evaluation conducted an analysis of the statements, policies, and plans submitted for the 2019-21 grant cycle.
- This analysis found that while nearly all applicants used the term diversity, they defined it and used it in different ways. Some applicants described their commitment by indicating how many of various race and ethnicity or gender categories they had on their board, staff, or among artists, while others addressed diversity as it related to the organization's historical work around equity and inclusion.
- This report concludes with a series of recommendations to arts nonprofits in LA County that are seeking to deepen their work in diversity, equity, and inclusion.
- It also makes recommendations for how Arts and Culture can continue to improve implementation of this requirement.
- The report was published on September 10, 2019 and can be found [here](#).

COVID-19 Impacts and Response

As previously reported to the Board and Arts Deputies, the COVID-19 public health crisis has impacted all operations and services including those related to CEII. The Department's top priority in response to the pandemic has been to be a source of stability for the County's arts and creative sector, which has been severely impacted by event cancellations, venue closures, and lost revenue. A key Departmental goal has been to preserve programs and direct funding provided to the field as the crisis has made clear the importance of our support. The Department has responded to the COVID-19 pandemic in several ways, including:

- **Modifying existing programs to ensure access.** To be responsive to the needs of the field and ensure programs and funding remain accessible in this challenging time, staff has worked to modify programs. For example, adjustments to the Arts Internship Program create more flexibility for both arts organizations and college students to allow remote participation over a longer period of time in the year.
- **Sharing COVID-19 Resources for Artists and Arts Organizations.** Department staff built a digital resource center on the Arts and Culture website with links to resources and emergency grant opportunities for artists and arts organizations, digital arts education resources to support arts learning at home, virtual arts experiences for residents to explore, and free digital backgrounds featuring County Civic Art for use as video conference backgrounds: <https://www.lacountyarts.org/digital-resource-center>
- **Expediting grant payments to nonprofit grantees.** To help meet immediate needs of the hard-hit nonprofit arts sector, staff accelerated Organizational Grant Program and Community Impact Arts Grant payments and worked to streamline reporting and invoicing processes to support the 488 grantee partners that serve our communities across the County.
- **Planning for the future.** Our Research and Evaluation team has conducted an internal study with staff and Arts Commissioners to reflect on the current health, economic, and social connection crises for all County residents. We are using that information to develop a set of actionable recommendations for how Arts and Culture can respond to emerging needs of the County through 2020 and beyond, and to inform our work with the County Resiliency Task Force.

- **Staff operations.** More than 90% of Department staff continues to telework as part of Safer at Home orders while our office remains closed to the public. Additionally, the Department deployed 10% of its employees as Disaster Service Workers to support the County's pandemic response.
- **Budget preparation.** The Department submitted its required Budget Curtailment Exercise on April 27, 2020. Due to the nature of the funding for Department programs with Net County Cost (NCC) and the exercise instructions that only NCC programs may be curtailed, reductions to the Department's Arts Internship Program, Organizational Grants Program, and Cross Sector-Artist in Residence Program are anticipated in the Final Budget prepared by CEO and due to be released on June 29. While the programs will continue, staff are making necessary preparations to adjust them in accordance with the approved Final Budget.



1055 Wilshire Boulevard
Suite 800
Los Angeles, CA 90017
Tel 213.202.5858
Fax 213.580.0017
www.lacountyarts.org

Board of Supervisors

Hilda L. Solis
Holly J. Mitchell
Sheila Kuehl
Janice Hahn
Kathryn Barger


Director

Kristin Sakoda

Chief Deputy
Heather Rigby

DATE: June 26, 2021

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

FROM: Kristin Sakoda 
Director

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

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

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

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

The mission of the Los Angeles County Department of Arts and Culture is to advance arts, culture, and creativity throughout the County, with a vision of the County as a region in which these are integral to civic life for all people. The Department fulfills its mission by investing in the County's cultural life, providing leadership, services, and support in four primary program areas: Grants and Professional Development, Civic Art, Research and Evaluation, and Arts Education, which includes coordinating the LA County Arts Education Collective. The Department's work also includes Free Community Arts Programs, Creative Career Pathways, Cross-Sector creative strategies that address civic issues and Board priorities, and, notably, implementing the newly-adopted Countywide Cultural Policy.

The Los Angeles County Arts Commission (Arts Commission) is an advisory body comprised of three members per Supervisorial District. The Arts Commission plays an integral role in CEII and the advancement of the recommendations. As part of the motion that approved CEII recommendations, the Board also directed the Arts Commission to establish a CEII Advisory Committee comprised of representatives from all Supervisorial districts as a standing committee. The Arts Commission and CEII Advisory Committee continue to play a vital and sustained role in the advancement of the recommendations.

Attachment I provides an update on implementation of the CEII recommendations over the last year, referenced by the number in which they appeared in the CEII report.

ATTACHMENT I

Recommendation #1: Development of an LA County Cultural Policy

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

On June 23, 2020, the Board of Supervisors unanimously passed a motion by Supervisor Hilda L. Solis and co-authored by Supervisor Sheila Kuehl to adopt the [Countywide Cultural Policy](#) and requested a report back in 120 days on implementation and resource needs. More than 250 letters of support for the motion were received.

On October 23, 2020, Arts and Culture filed a Report Back which detailed four key early implementation actions, as well as two recommendations, that could be launched by the Department utilizing existing resources.

On April 20, 2021, the Board of Supervisors unanimously passed a [motion](#) by Supervisor Hilda L. Solis and co-authored by Supervisor Sheila Kuehl to begin implementation on the Cultural Policy as identified in the October 23 Report Back. The motion also directed the CEO to report back during the Final Changes budget on funding for the Arts and Culture Needs Assessment and staffing position (see Recommendations below).

Early Implementation Actions:

- County Department Coordination, Support, and Collaboration: The Cultural Policy requires that all County departments operate in a manner that supports cultural equity and ensures that all individuals can participate fully and equitably in cultural life through the arts. To advance this element of the policy, the Department will hold initial meetings with departments to explore resources and opportunities and will convene with County cultural departments and related agencies in addition to its existing work in the cultural sector. To date, the Department has initiated one-on-one meetings with some departments and is planning to provide all department heads with information about cultural policy implementation later in 2021. Additionally, the Department prototyped aspects of the policy by producing Public Works' annual Multicultural Fair. Streamed over digital platforms in April, the Fair was produced through a cultural equity lens and featured two land acknowledgments.
- County Strategic Plan and Anti-Racism Agenda: The Cultural Policy also seeks to include arts and culture in Countywide strategic plans, major initiatives, and resources to address Board directed Priorities and the Cultural Equity and Inclusion Initiative. As part of early implementation, the Department will work with the Chief Executive Office (CEO) to include arts and culture in the goals and objectives of the next County Strategic Plan and Anti-Racist Policy Agenda. To date, several Department staff serve in Anti-Racism, Diversity, and Inclusion (ARDI) Initiative workgroup steering committees. Further, Arts and Culture partnered with ARDI in support of the Board motion for form a County response to the rise in hate and violence directed toward Asian American, Pacific Islander and Native Hawaiian communities. This including participating in community listening sessions, engaging philanthropy and other stakeholders including CEII AC co-chairs, and developing recommendations for artistic and cultural opportunities to celebrate and

acknowledge communities of color including AAPI communities. Arts and Culture will continue to work with ARDI on the development of a proposed County Equity fund to support the recommendations of the motion.

- Cultural Impact Assessment: The Cultural Policy seeks to assess the impact of County land use and development plans on arts and cultural assets to limit displacement and support cultural resources in communities. As a first step to this work, the Department will work with the Department of Regional Planning (DRP) to research activities and costs that would be needed to develop and adopt a cultural impact assessment process. To date, Department staff have begun exploratory conversations with DRP.
- Land Acknowledgment: The Cultural Policy seeks to identify ways to acknowledge Indigenous Peoples as traditional stewards of this land at County public events and ceremonial functions and celebrate the contributions of culture bearers and traditional arts practices of diverse communities. To date, the Department and the LA City/County Native American Indian Commission (NAIC) participated in a working group led by the City of Los Angeles focused on civic memory, which included land acknowledgments and monuments. The City published its report [Past Due](#) in April 2021, which recommended the development of an Indigenous Land Acknowledgement Policy for the Mayor's Office and the City. The working group, including Alexandra Valdes, executive director of NAIC, and Department Director Kristin Sakoda, studied similar efforts around the country and the world to develop language in support of such a policy. The report recommends that the Indigenous land acknowledgment policy itself be created by a committee overseen by NAIC to include members of the region's Indigenous communities and County representatives and be developed in tandem with the City and County as part of the County's Cultural Policy. In addition, the Department, in collaboration with Alexandra Valdes, is developing recommendations to the County that include collaborating with the Chief Sustainability Office with regard to its work on the [Indigenous People's Day 2020](#) motion.

Recommendations:

- Arts and Culture Needs Assessment: In order to understand the potential impact of the Cultural Policy, the Department needs a baseline knowledge of where in the County resources are currently allocated. The Department recommends that the County perform an Arts and Culture Needs Assessment with the following scope:
 - An asset map showing all locations where the County invests in arts and culture including facilities, grants, programming, and resources to identify where there are gaps and areas of need.
 - Work with CEO and relevant departments to generate a list of County buildings, facilities, and sites by department and district that could be made available to artists, arts organizations, and others for cultural and creative uses and could incorporate other arts programming, such as installation of public art works, to increase accessibility by public and County staff.
 - Engage departments on assessing existing resources available and identify what will require additional resources.
 - Benchmark County funding levels and investment in arts and culture in relation to population size, geography, and demographics to ensure that new resources will increase equity in access to the arts.
 - Identify potential funding sources to resource the policy.
 - Create an interactive map or data visualization that is accessible by the public.

Based on responses to a Request for Information, the Department was able to estimate the cost of the assessment. Pursuant to the April 20, 2021 motion, \$250,000 has been requested to implement this recommendation.

- Long-Term Plan for Implementation: The Department also recommends that a long-term plan for implementation (Plan) be developed to respond to the information surfaced in the needs assessment, and that centers equity, and incorporates community feedback and themes and needs from previous stakeholder engagements. The Plan would be a public-facing document that proposes a set of goals and strategies to achieve the vision as set forth in the Cultural Policy and establishes a timeline for next steps. The Department also recommended a staff position to support early and long-term implementation actions.

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

- From July 2020 to June 2021, the Department hosted two CEII Technical Assistance Workshops with 25 attendees, which aligns with the 25 new applicants that applied to the 2021/22 OGP cycle. To ensure compliance, the Department shared updated guidelines, online tools, and resources regarding the statement, policy, and plan requirement early in the process.
- 100% of the 242 Fiscal Year 2021/22 OGP applicants that advanced to the panel process this past spring met the statement, policy, and plan requirement. The 2021/22 OGP cycle marks the third cohort of OGP applicants to receive CEII training.
- CEII workshops for Fiscal Year 2022/23 OGP applicants applying in fall 2021 will begin in summer 2021 for the fourth cohort of applicants applying under the CEI statement, policy, and plan requirement.
- Beginning in Fiscal Year 2021/22, new CEII trainings will be offered to support grantees as they advance the integration of CEII values into their work by deepening diversity, equity, and inclusion implementation, goal setting, monitoring, and evaluation, and ensure tangible steps are being taken, documented, and evaluated to foster CEII values.

Recommendation #3: College Arts Pathways: Paid arts internships for community college students

In 2000, the Los Angeles County Board of Supervisors established the Arts Internship Program, which provides internships for nonprofit performing, presenting, literary, and municipal arts organizations. It is a companion program to the Getty Foundation's Marrow Internship Program, which provides internships to museums and visual arts organizations. In 2017, the Board of Supervisors expanded the number of positions funded through the program as part of CEII. The Board stipulated that at least 28 of the additional positions be reserved for community college students, emphasizing inclusivity of those from communities that experience barriers to accessing careers in the arts. Additionally, in 2020, a guideline change was made to allow social justice and social service organizations with arts programming that are grantees of the County's Community Impact Arts Grant program to participate as intern host organizations.

- In March 2020, the Department was preparing to launch the program when LA County's Safer at Home Health Officer Order went into effect on March 16, 2020. The Department paused the 2020 program to give staff the opportunity to recalibrate and issue guidance to grantees on how to move forward once the Safer at Home order was lifted or amended.
- Recognizing the difficulties in the months ahead, staff identified program changes to give organizations and interns the most flexibility possible. Updated program guidance was

issued on March 26, 2020 (and reviewed via online webinar for all grantees on April 9, 2020) with changes focused in four key areas:

- Expanded Timeline and Flexible Hours
- Remote/Virtual Work
- Virtual Educational/Peer Events
- Project Changes without Penalty
- Internship positions began launching online on a rolling basis beginning July 1, 2020 through the end of the year. Staff provided technical assistance in weekly office hours to answer grantee questions, discuss forfeiture, and offer support.
- Below are the final metrics for the 2020 program:
 - In January 2020, the Arts Commission approved 228 positions at 147 organizations
 - 163 positions at 108 organizations were successfully launched by the end of the program
 - A total of 65 positions were forfeited by 48 arts organization hosts due to the pandemic
- Per CEO instructions due to COVID-19 impacts on the County budget, the Department submitted its required Budget Curtailment Exercise on April 27, 2020 which resulted in a cut to the Arts Internship Program by \$310,000 in Final Changes. Due to a motion by Supervisor Solis, Arts Internship Program was fully restored by \$310,000, which equals approximately 50 interns.

Recommendation #4: Creative Career Pathways for Youth (formerly Teen Arts Pathways): Development of pathways that provide youth with access to careers in the arts and creative industries

Uplifting promising practices that exemplify how to effectively build strong and sustainable creative career pathways for youth is a key strategy for expanding awareness and access. With particular attention on preparing students for success in the workforce during and following COVID-19, the Department:

- continues to play a key role in the development of the [Backstage Careers](#) program, an innovative partnership between the Los Angeles Urban League, Better Youth, and Los Angeles City College. Most recently, the Department helped cultivate collaboration with the California Department of Education's Arts, Media & Entertainment division of Career Technical Education to align statewide and regional efforts in expanding access to jobs in the visual effects industry
- co-presented a virtual-interactive Media Mania for the Creative Economy showcase, in partnership with Centinela Valley Union High School District (CVUHSD), to feature their groundbreaking Career Technical Education (CTE) programs, student work, and lessons learned for building pathways to creative careers. The event (on August 27, 2020) was moderated by a CVUHSD alum, actor, and filmmaker who attributed his success to the CTE cinema arts education he received while enrolled at CVUHSD. Additionally, 10 high school students facilitated three separate workshops that were attended by more than 60 industry professionals

Over the past year, the Department developed a consistent working relationship with LA County's Workforce Development, Aging and Community Services (WDACS) to align efforts in workforce development and arts education. Through this partnership, the Department:

- supported development of the WDACS Film and Digital Media Career Pathways Pilot for underrepresented youth (ages 18-25) by sharing promising practices in creative career program design; recommending organizations within our networks who were qualified to apply for and potentially serve as the consultant for managing the project; disseminating information about the program to a broad network of stakeholders (including non-profit organizations, school districts, community colleges, philanthropy, Arts Commissioners, etc.) to help recruit youth participants; and connecting the consultant managing the project with nonprofit arts organizations who can serve as work-based learning sites for youth placements in Phase II
- co-designed and delivered professional development for the Department of Parks and Recreation's (DPR) Our SPOT staff (on May 5, 2021) that focused on online career development tools that can be easily integrated into DPR programming/curricula and which specifically support career development for opportunity youth
- served on the Pathways to Resiliency Workgroup, as well as subcommittees focused on *training for high-growth sectors* and *placing dislocated workers in high-growth industries*, to elevate the arts, media, and entertainment as a priority sector and to advocate for a stable, well-funded nonprofit arts ecosystem that can provide important work-based learning and leadership opportunities for young people interested in employment within the arts and creative industries

To broaden awareness of others working in the field, to cultivate and leverage relationships, and to stay abreast of current trends and intersections across arts education, workforce development, and the creative economy, Department staff actively engaged in public meetings and events, which resulted in:

- attendance at nearly 20 conferences, webinars, and presentations
- participation in seven creative economy/workforce development workgroups that reflect national, statewide, and regional perspectives (AFTA's Inclusive Creative Economy Advisory Group, CDE's CTE/AME Advisory Council, LA County's Pathways to Resiliency Workgroup, Arts for LA's Policy Working Group on the Creative Economy, LAEDC's Digital Media and Entertainment Council, LAEDC's digital resources workgroup, and the Academy of Motion Picture Arts and Science's Academy Gold Program Advisory Committee)
- invitations to serve as a guest speaker/panelist/presenter at five events focused on the creative workforce (CDE's CTE/AME Advisory Council meeting, Arts for LA's State of the Arts Summit, Create CA's Leadership Subcommittee meeting, the Digital Hollywood conference, and Pasadena USD's District Arts Committee quarterly meeting)
- identification of over 60 organizations and individuals, as well as 50 distinct programs, currently working in LA County to increase access to creative careers for young people who have historically experienced barriers to employment

Intentional partnership-building efforts over the past year have surfaced a dynamic network of key stakeholders, many of whom have expressed the need for a repository of data, resources, and stories about creative careers. As a result, the Department:

- released a Request for Proposals on May 20, 2021 to identify a consultant who is qualified to develop or customize an existing web-based tool that will provide young people, parents, educators, guidance counselors, and workforce development agencies with meaningful information about creative careers, and will connect them to resources and opportunities for career exploration, career preparation, and career development

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

Funded by the Board of Supervisors in 2017, the Creative Strategist-Artist in Residence (CS-AIR) program places artists in County departments to work alongside staff, project partners, and community stakeholders in a collaborative process to develop, strategize, promote, and implement artist-driven solutions to complex social challenges.

- Departments that have participated in the program thus far include Arts and Culture, Library, Mental Health, Parks and Recreation (Parks), Public Health/Office of Violence Prevention (OVP), Public Health/PLACE, and Registrar-Recorder/County Clerk.
- Artists who have worked as Creative Strategists through the program include Deborah Aschheim, Sandra de la Loza, María del Carmen Lamadrid, Clement Hanami, Olga Koumoundouros, Alan Nakagawa, and Anu Yadav.
- Olga Koumoundouros' residency at OVP was extended a second year to further develop and implement her *Storytelling Project*, which is a comprehensive look at the impact of violence on our community as told by community members themselves. A compilation of the stories she has collected from survivors of violence from across the County with a wide spectrum of experiences have been put into a book, with accompanying photographs. The stories were analyzed by researchers at Community Health Councils. Their analysis will be accessible on the County's Open Data Portal, and the full spectrum of stories will be available on OVP's website.
- Through a Civic Art Program allocation for the Earvin Magic Johnson Park (EMJ Park) renovation project, the Department was able to contract with Creative Strategist Sandra de la Loza to prototype her *Creating Connections* framework and toolkit at EMJ Park. She is developing a cultural asset map and list of arts and culture providers in the Willowbrook community and has begun training Parks' staff on how to implement the framework and toolkit. Parks will use this as a model for creating culturally relevant arts programming across all LA County parks.
- Other residencies that were extended include Alan Nakagawa's with Library, in which he developed a set of training videos for Library staff on the art of Kamishibai storytelling, and Clement Hanami with DPH/PLACE, in which he has been implementing his community engagement projects for Vision Zero.
- A Creative Strategist residency with Office of Immigrant Affairs launched in June, and two residencies – one with Public Works in their transportation division and one with the Aging division of Workforce, Development, Aging, and Community Services – are in the planning stage, the latter two using their own funds).
- The Department submitted its required Countywide Budget Curtailment Exercise on April 27, 2020. Due to the nature of the funding for Department programs with Net County Cost (NCC) and the exercise instructions, the Creative Strategist Program was cut from funding four annual residencies to one. This resulted in a cut from \$200k to \$75k for the program.

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

The Department worked with Regional Planning and County Counsel to research and draft the ordinance to establish a private developer requirement for civic art in unincorporated areas. Sustained stakeholder engagement and outreach was undertaken with real estate developers and associations over the course of more than two years to develop the ordinance.

- On July 23, 2019, the LA County Board of Supervisors considered the Public Art in Private Development Ordinance. At the meeting, the Supervisors indicated their intent to approve the ordinance as it relates to commercial and industrial development in unincorporated areas, while deferring a vote on extending that fee to residential development projects. The ordinance was set to be heard by the Board for a final vote on February 4, 2020.
- Due to the COVID-19 pandemic, the item was continued again until April 7, 2020, then May 26, 2020, and then September 1, 2020.
- The Ordinances and Policy and Procedures are scheduled to be heard by the Board on September 14, 2021.

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

CEII Advisory Committee

The June 26, 2017 CEII Board Motion directed that the Advisory Committee be maintained for 5 years. The Advisory Committee has been a part of the Department's CEII Work from the beginning. During the initiative's 18-month development period, the first advisory committee guided and shaped its vision, goals, and recommendations to the board.

- The second Advisory Committee completed its service in April 2020.
- In October 2020, in recognition of the success of CEII and the important role the Advisory Committee has played in advancing cultural equity in the region, the Arts Commissioners voted to incorporate CEII AC in the Commission's Rules of Order as an ongoing standing committee of the Arts Commission.
- The Arts Commission also expanded member terms from two to three years.
- In October 2020, the Arts Commissioners finalized the member roster for the new Advisory Committee, which had its first meeting on November 17, 2020.
- This group will serve until June 30 of 2023. The new Advisory Committee includes 18 new members who were reappointed from the second committee and welcomes 12 new members.
- The Advisory Committee met during the year to discuss updates and progress on CEII Recommendations, reflect on their experience serving on the Committee, and participate in development of the Cultural Policy.
- Concurrently, Work Groups as well as District Cohorts met to discuss the needs and priorities of their districts. The Cohorts included Department staff, Advisory Committee members, Arts Commissioners, and Arts Deputies.

ADDITIONAL ITEMS IN SUPPORT OF EVALUATING PROGRESS OF CEII:

From July 2020 through July 2021 the Department's Research and Evaluation (R&E) division focused on analysis and collection of data to understand the impact of COVID-19 on arts and culture, through a lens of diversity, equity, and inclusion.

- In partnership with the Center for Business and Management of the Arts (CBMArts) at Claremont Graduate School, R&E conducted a research study, [Accessibility and the Arts: Reconsidering the Role of the Artist](#), which explores the role of artists and the museums that exhibit their work in making artwork accessible to people with disabilities. The report was published in December 2020, coinciding with the 30th anniversary of passage of the Americans with Disabilities Act (ADA).
- Also in partnership with CBMArts, R&E conducted a second research study, [Make or Break: Race and Ethnicity in Entry-Level Compensation for Arts Administrators in Los Angeles County](#), which revealed inequities between earnings of BIPOC (Black,

Indigenous, and People of Color) arts administrators and their White counterparts. The report includes a series of recommendations to arts nonprofits and arts funders for how to address those inequities.

- Evaluation of the pilot phase of the Creative Strategist program is currently in process and is expected to be published this summer. The evaluation will include lessons learned from the first two cycles and recommendations to improve the program.
- R&E completed multiple reports, surveys, and efforts to collect and share data on the impact of COVID-19 to increase access and integrate an equity lens in relief and recovery. These included:

- [Arts and Culture: 2020 and Beyond](#), a report that gathered innovative ideas from staff and Arts Commissioners for how LA County government could support local artists, arts nonprofits, small arts businesses, and arts educators.
- [Audience Outlook Monitor](#) (AOM), a national study led by research firm WolfBrown in collaboration with R&E to measure and track audience readiness and attitudes towards returning to live arts and cultural events. The Department covered costs for grantees to participate in the survey to ensure that small and midsize arts organizations would have equitable access to the same kinds of data large arts organizations are using to plan for reopening.
- [Thematic Findings](#), a qualitative companion to the AOM that allowed the Department to gain a deeper understanding of the impact of COVID-19 on the communities they serve.
- [How To Use Data When Reopening](#), a zine developed using findings from the AOM and interviews to ensure that small and midsize grantees have access to both data and analytical tools to help them as they plan for reopening.



1055 Wilshire Boulevard
Suite 800
Los Angeles, CA 90017
Tel 213.202.5858
Fax 213.580.0017
www.lacountyarts.org

Board of Supervisors

Hilda L. Solis
Holly J. Mitchell
Sheila Kuehl
Janice Hahn
Kathryn Barger

Director

Kristin Sakoda

Chief Deputy

Heather Rigby

DATE: June 27, 2022

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

FROM: Kristin Sakoda
Director

A handwritten signature in blue ink, appearing to read "KS", located next to the name Kristin Sakoda.

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

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

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

In June 2017, the Board of Supervisors approved funding for five of the 13 recommendations included in the CEII report. Previously, in March 2017, the Board of Supervisors unanimously approved [a motion](#) to implement a private developer requirement for civic art in the unincorporated areas, which is an additional CEII recommendation.

In 2018, the Board voted in a historic motion to transition the Arts Commission into the first ever Department of Arts and Culture and retain its citizen advisory body. The mission of the Los Angeles County Department of Arts and Culture (Arts and Culture) is to advance arts, culture, and creativity throughout the County, with a vision of the County as a region in which these are integral to civic life for all people. Arts and Culture fulfills its mission by investing in the County's cultural life, providing leadership, services, and support in three primary program areas: Grants and Professional Development, Civic Art, and Arts Education, which includes coordinating the LA County Arts Education Collective. Its work also includes Research and Evaluation, Free Community Arts Programs, Creative Career Pathways, Cross-

Sector creative strategies that address civic issues and Board priorities, and, notably, implementing the newly adopted Countywide Cultural Policy (Cultural Policy).

The Los Angeles County Arts Commission (Arts Commission) is an advisory body comprised of three members per Supervisorial District. As part of the motion that approved CEII recommendations, the Board also directed the Arts Commission to establish a CEII Advisory Committee that includes representatives from all Supervisorial districts. Both the Arts Commission and CEII Advisory Committee continue to play a vital and sustained role in the initiative's implementation.

One of the recommendations funded by the Board was to establish a Cultural Policy for LA County with concrete elements focused on equity, diversity, inclusion, and access that would solidify the gains made through the CEII process and recommendations and serve as a road map for how all LA County departments can contribute to cultural life. The Cultural Policy is meant to position LA County as a national arts leader in advancing cultural equity and inclusion in every sector of our civic lives.

This is the final Report Back on the Cultural Equity and Inclusion Initiative. However, next year, when Arts and Culture reports back on the progress of the Cultural Policy, the report will incorporate updates on the recommendations funded through CEII.

In the five years since the 2017 CEII report and Board motions approving funding for the first CEII recommendations, a dynamic shift has been under way and much progress has been achieved toward the Board's vision, despite the pandemic. Yet there is more work to be done to advance cultural equity, create the conditions for a thriving and inclusive creative sector, provide meaningful access to arts for all the County's diverse communities, and ensure the long-term capacity of the newly created Department to meet its expanded charge. The Arts Commission and the Cultural Equity and Inclusion Advisory Committee (CEII ACII) have worked with the Department of Arts and Culture to champion CEII and the CEII principles:

❖ Every individual participates in creative thinking and expression.
❖ Every individual has the right to engage in arts and culture that celebrate their highest potential.
❖ LA County's diversity is an asset to our arts and cultural environment and our economy.
❖ Including communities through arts and culture achieves our highest potential by promoting mutual respect and understanding.

As we look ahead, we are poised to implement the Cultural Policy; expand support for the increasing focus on equity and antiracism; integrate arts in cross-sector collaboration to advance Board priorities; support our region's recovery; retain our position as a creative capital; and positively impact lives across the County. We are grateful for the Board's ongoing support.

Below, Attachment I provides updates on implementation of CEII recommendations over the last year, referenced by the number in which they appeared in the CEII report.

ATTACHMENT I

Recommendation #1: Development of an LA County Cultural Policy

On April 20, 2021, the Board of Supervisors unanimously passed a [motion](#) by Supervisor Hilda L. Solis and co-authored by Supervisor Sheila Kuehl to begin implementation on the Cultural Policy as identified in the October 23, 2020 Report Back. The motion also directed the CEO to report back during the Final Changes budget on funding for the Arts and Culture Needs Assessment (Needs Assessment) and staffing position.

On October 5, 2021, during Supplemental Budget, Arts and Culture received \$250,000 to hire a consultant for the Needs Assessment as well as a staff member to assist with the work.

A key to understanding potential implementation and impacts of the Cultural Policy is to have a baseline knowledge of where in the County resources are currently allocated. Consultant AECOM Technical Services, Inc. is working with Arts and Culture staff on the Needs Assessment with the following scope:

- An asset map that shows locations where the County invests in arts and culture including facilities, grants, programming, and resources, to identify gaps and areas of need.
- In collaboration with CEO and relevant departments, generate a list of County buildings, facilities, and sites by department and district that could be made available to artists, arts organizations, and others for cultural and creative uses and/or could incorporate arts programming and activities, such as installation of public art works, to increase arts accessibility by public and County staff.
- A benchmark of County funding levels and investment in arts and culture in relation to population size, geography, and demographics to ensure that new resources will increase equity in access to the arts.
- An interactive map or data visualization that is accessible by the public.

Concurrently to the Needs Assessment, Arts and Culture developed a Cultural Policy Strategic Plan that will be filed July 1, 2022. In spring 2021, Arts and Culture staff compiled a list of strategies and ideas that were proposed by constituents during public engagement for the Cultural Equity and Inclusion Initiative in 2016 and the Cultural Policy in 2019. In June 2021, the CEII Advisory Committee advised on the remaining unfunded CEII recommendations. In September, Arts and Culture worked with the CEII Advisory Committee to develop additional strategies for consideration. In December 2021, a condensed list of 29 strategies was presented to the CEII Advisory Committee and other stakeholders, including the LA County Arts Commission and Arts and Culture staff, for feedback and prioritization. In January 2022, the strategies were posted to Arts and Culture's website and shared widely for public comment. More than 670 community members provided feedback.

Arts and Culture staff continued to refine the strategies, in partnership with the Board and using data and input gathered from the CEII Advisory Committee, the public, and County departments. Staff narrowed the strategies from 29 to 18 and determined funding needs for programmatic costs and staffing.

A draft of the Strategic Plan, along with preliminary findings from the Needs Assessment, were presented to the Advisory Committee at the June 8, 2022 meeting.

Another early implementation of the Cultural Policy addresses the Policy's directive to identify ways to acknowledge Indigenous Peoples as traditional stewards of this land at County public events and ceremonial functions, and to celebrate the contributions of culture bearers and traditional arts practices of diverse communities. On October 5, 2021, Supervisors Solis and Kuehl authored a [motion](#) to hire a consultant to facilitate the development of Land Acknowledgement and Land Access policies, protocols, and toolkits for Los Angeles County, and gather input to inform ways in which the County has harmed local tribal nations as well as compensate local tribal leaders for their knowledge. Arts and Culture is partnering with the Los Angeles City/County Native American Indian Commission (NAIC) to hold a series of 10 facilitated meetings with local tribal leaders. As of this report, four engagement sessions have taken place. The consultant's work, which will result in three reports (LA County Land Acknowledgment policy and protocol report, LA County Land Access policy and protocol report, and County Harms Report), will be completed by January 30, 2023.

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

- From July 2021 to June 2022, Arts and Culture hosted two CEII Technical Assistance Workshops with 25 attendees, which aligns with the 29 new organizations that applied to the 2022/23 OGP cycle. The 2022/23 OGP cycle marks the fourth cohort of OGP applicants to receive CEII training.
- To support compliance, Arts and Culture shared updated guidelines, online tools, and resources regarding the statement, policy, and plan requirement early in the process.
- Demonstrating continued reach, 100% of the 234 Fiscal Year 2022/23 OGP applicants that advanced to the panel process this past spring met the requirement.
- CEII workshops for Fiscal Year 2023/24 OGP applicants applying in fall 2022 will begin in summer 2022 for the fifth cohort of applicants applying under the CEII statement, policy, and plan requirement.
- To expand equity, support further institutionalization of the requirement, and increase clarity, the guidelines were updated to recommend that all organizations required to have a plan address all five CEII lenses—boards, staffing, artists, and audiences.
- Beginning in Fiscal Year 2022/23, new CEII trainings will be offered to support grantees as they operationalize the integration of CEII values into their work by deepening diversity, equity, and inclusion implementation, goal setting, tracking progress, and taking tangible steps to foster CEII values.

Recommendation #3: College Arts Pathways: Paid arts internships for community college students

In 2000, the Board established the LA County Arts Internship Program, which provides internships for nonprofit performing, presenting, literary, and municipal arts organizations. It is a companion program to the Getty Foundation's Marrow Internship Program, which provides internships to museums and visual arts organizations. In 2017, the Board expanded the number of positions funded through the program as part of CEII and stipulated that at least 28 of the additional positions be reserved for community college students, emphasizing the inclusion of young people from communities that experience barriers to careers in the arts.

To implement the CEII community college expansion, Arts and Culture updated the program guidelines with an equity lens to accommodate diverse student needs, initiated and expanded outreach relationships with community colleges, and highlighted the importance of mentorship, care, and diversity, equity, and inclusion in professional development for supervisors at the arts

organization host employers. [In the past five years, 159 community college students have participated in the program. Additionally, in 2020, a guideline change was made to allow social justice and social service organizations with arts programming — grantees of the County's Community Impact Arts Grant program — to participate as intern host organizations.

- For the 2021 cycle, the program maintained increased flexibility as a response to the COVID-19 pandemic including:
 - Expanded timeline and flexible hours
 - Remote/virtual work
 - Virtual educational and peer events
- Internship positions began launching online on a rolling basis beginning April 1, 2021 through the end of fall. Staff provided technical assistance in weekly office hours to answer grantee questions and offer support.
- Due to the shifting public health protocols in LA County, a guidance was issued to all grantees on April 1, 2021 which outlined the process to bring interns on site if desired.
- Below are the final metrics for the 2021 program:
 - 228 positions at 114 organizations were selected in the application process, and then approved by the Arts Commission in January 2021.
 - 213 positions at 137 organizations were successfully launched.
 - 15 positions were forfeited by 13 arts organization hosts due to the pandemic.
 - 38 community college students participated in the program.

Recommendation #4: Creative Career Pathways for Youth (formerly Teen Arts Pathways): Develop pathways that provide youth with access to careers in the arts and creative industries.

Creative Careers Online

In November 2021, Arts and Culture contracted with [Gladeo Labs, Inc.](#) to develop [Creative Careers Online](#), a resource that allows young people to explore creative careers; access information about what is needed to find, get, and thrive in creative jobs; and hear directly from working professionals about how to succeed. It builds on Gladeo's existing navigation platform which features careers across 28 different industry sectors, receives 15,000-35,000 visitors per month, and has been integrated into the learning management systems of over 1,750 schools, school districts, and community colleges/universities in the U.S. This career tool, though accessible for everyone, focuses on the needs of youth who historically have been denied access to creative jobs. Its content prominently features images and conversations with youth of color, professionals of color who speak frankly about their journeys toward success, and details about creative careers with low barriers for access. It provides resources to bridge gaps in social networks, including information for navigating specific pathways, how to attain prerequisite skills, and listings for professional development programs and events.

Phase I of Creative Careers Online was completed on April 28, 2022. The new platform features nearly 50 creative jobs and includes a newsfeed of upcoming opportunities populated by LA-based organizations. If funding is secured for Phase 2, plans for continued development include a Program Finder that will allow young people to easily search for accredited training programs, internships, and apprenticeships offered in their local area.

Arts and Culture partnered with Create CA, the statewide arts education advocacy organization, to promote Creative Careers Online with adults who work with youth, including educators, high school/community college counselors, community-based organizations, and staff at the

Department of Probation, Parks and Recreation, Child and Family Services, and other County agencies. The goal is for these partners to integrate Creative Careers Online into their ongoing work with young people and encourage them to use the tool to explore and then map creative careers that interest them.

Creative Careers Online supports the need for career exploration and exposure, and addresses key barriers identified in the 2019 [Building Creative Career Pathways for Youth: A Field Scan for Los Angeles County](#), commissioned by Arts and Culture's as one of the first steps in this initiative.

California Department of Education's Arts, Media, and Entertainment Coalition

Arts and Culture staff continues to participate in the California Department of Education's Arts, Media & Entertainment Coalition (CDE AME Coalition), which brings together partners from education, government, the nonprofit sector, and the AME industries representing careers in multimedia production, graphic design, animation, gaming and VFX, immersive media, audio production, live events, and entertainment marketing/branding. In October 2021, the CDE AME Coalition recommended new curriculum standards for Career Technical Education (CTE) to the State Board of Education that align with industry needs. For the first time, the entertainment industry was engaged in helping to identify the specific skills and competencies needed for success in these careers.

Arts Education Collective staff are participating in the Entertainment Equity Alliance (EEA), a subset of the CDE AME Coalition formed in March 2022 to focus on building pathways for Black and brown youth to access family-sustaining careers in the AME industries. This participation in EEA ensures that LA-based organizations with robust creative career programs are included in these critical collective impact efforts; that learnings from our community-based creative career partners are incorporated into the design of training programs in public high schools and community colleges; and that the Arts Ed Collective is designing systems that promote emerging practices from within LA County as models for others across the state. Strengthening links between state educational systems and creative career pathways is a strategy included in the policy recommendations of the 2022 Otis Report on the Creative Economy, demonstrating the value of these strategic efforts.

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

Funded by the Board in 2017, the Creative Strategist-Artist in Residence (CS-AIR) program places artists in County departments to work alongside staff, project partners, and community stakeholders in a collaborative process to develop, strategize, promote, and implement artist-driven solutions to complex social challenges.

- Participating Departments, thus far, include LA City/County Native American Indian Commission (LANAIC), Library, Mental Health, Office of Immigrant Affairs, Parks and Recreation (Parks), Public Health/Office of Violence Prevention (OVP), Public Health/PLACE, Registrar-Recorder/County Clerk, and Workforce Development, Aging and Community Services.
- Artists engaged as Creative Strategists through the program include Deborah Aschheim, Sandra de la Loza, María del Carmen Lamadrid, Clement Hanami, Phung Huynh, Olga Koumoundouros, Alan Nakagawa, Jacob Pratt, Anu Yadav, and Carol Zou.

- Olga Koumoundouros' residency at OVP was extended a third year to complete her *Storytelling Project*, which humanizes the impact of violence through stories by survivors of violence from across the County with a wide spectrum of experiences. A selection of the stories that have been gathered have been put into a book, with accompanying photographs, to be printed in summer 2022. The remaining stories will be available on Arts and Culture's and OVP's websites.
- Courtesy of a Civic Art Pooled Fund allocation for the Earvin Magic Johnson Park (EMJ Park) renovation project, Arts and Culture extended Creative Strategist Sandra de la Loza's residency with Parks. She, along with an Arts Ed Collective strategic planning consultant, Parks staff, and members of the surrounding community, has developed a Strategic Arts Plan for sustained and community-informed arts and culture programming at EMJ Park that is based on her *Creating Connections* framework and toolkit that was developed as part of her original Creative Strategist residency with Parks.
- Phung Huynh is in the final stage of her residency with OIA, during which she introduced OIA staff to arts-based methods of engaging immigrants, refugees, and asylees at outreach events; created resources for outreach events that build trust in the agency; and expanded OIA staff's cultural competency through field trips and art activities. To sustain this work, OIA has added the role of creative strategist to a job classification.
- Two new residencies began in 2022—through User Utility Tax funds, Carol Zou's residency at Aging and Community Services will focus on arts and culture programming based on an intergenerational framework at County-operated senior and community centers in the First District. At LANAIC, Jacob Pratt's residency will focus on increasing awareness and understanding of the American Indian and Alaska Native community.

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

Arts and Culture worked in collaboration with Regional Planning, Public Works, and County Counsel to research and draft an ordinance that would establish a requirement to include public art in private developments in the County's unincorporated areas. Sustained stakeholder engagement and outreach were undertaken with community organizations, County departments, real estate developers, and associations over the course of two years to develop the Public Art in Private Development Ordinance (Ordinance).

The Ordinance was created to expand arts and cultural resources for County residents. It allocates a 1% fee from the building valuation of eligible private sector commercial, industrial, and residential development projects (excluding affordable housing) to fund public art, cultural facilities, conservation, and artistic and cultural services and programs within a development's project site area.

On September 15, 2021, the Ordinance and its policy and procedures were approved, and the Public Art in Private Development Program (Program) launched on October 15, 2021. Arts and Culture hired a staff to manage the new Program and set up a Public Art in Private Development (PAPD) fund. Implementation required extensive collaboration with Regional Planning, Public Works, Auditor-Controller, CEO, Treasurer-Tax Collector, and County Counsel to develop processes and ensure a smooth launch. Major activities included:

- Placing a program manager to implement the Program, maintain records, interface with developers, administer processes, and provide reporting as required.
- Launching a webpage that provides general information about the Ordinance and documents for developers to download.

- Creating a database to track developer inquiries, projects, compliance selection, funds received, and documents.
- Securing access to Energov, the tracking system for development approvals and permits used by Regional Planning and Public Works, to allow the program manager to obtain information and track developments in process.
- Developing communication and referral processes with Regional Planning and Public Works to facilitate contact with developers complying with the Ordinance's requirements.
- Implementing a consultation process for guiding developers on the Program's compliance options and procedures.
- Enacting fund and securities administration, including developing a chart of accounts, checking the deposit process, internal controls for cash management, and accepting financial securities.
- Revising the PAPD Policies and Procedures which were executed on February 23, 2022. The revisions corrected language inconsistent with the Ordinance and further articulated the In-Lieu Fee payment and Certificate of Agreement issuance process. Other minor revisions were associated with clarifying procedures for consistency with established processes.
- Developing branding, a developer brochure, and other public-facing information about the PAPD program.

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

CEII Advisory Committee

The June 26, 2017 CEII Board Motion directed the CEII Advisory Committee be maintained for five years. The Advisory Committee has been a part of Arts and Culture's CEII work from the beginning. During the initiative's 18-month development period, the first advisory committee guided and shaped its vision, goals, and recommendations to the board.

- The second Advisory Committee completed its service in April 2020.
- The Advisory Committee met during the year to discuss updates and progress on CEII recommendations, reflect on their experience serving on the Committee, and participate in development of the Cultural Policy and its Strategic Plan.
- Concurrently, work groups as well as district cohorts met to discuss the needs and priorities of their districts. The cohorts included Department staff, Advisory Committee members, Arts Commissioners, and Arts Deputies.

ADDITIONAL ITEMS IN SUPPORT OF EVALUATING PROGRESS OF CEII:

Between July 2021 and July 2022, Arts and Culture's Research and Evaluation (R&E) Division completed two studies and one literature review in support of the CEII initiative and the County's broader efforts toward greater diversity, equity, and inclusion. R&E also oversaw the Cultural Policy Needs Assessment, which is collecting data to map and measure County investments in the arts through all departments.

- In December 2021, Arts and Culture published the [Creative Strategist Program Evaluation](#), which analyzed the program's first six residencies. This evaluation found that a significant amount of art-as-process occurred across the residencies, with many of the creative strategists doing work engaging communities, especially those historically underserved by local government. Some creative strategists completed staff trainings and left toolkits that County department staff continues to use. The evaluation also found that despite significant challenges wrought by the pandemic, nearly every creative strategist

continued work begun during their residency, though often through different means and mechanisms. The report concluded with a series of 13 recommendations to improve program structure and administration. Arts and Culture is actively using findings from this evaluation to improve management and oversight of the program.

- R&E published an analysis of six years of data from our professional development and technical assistance (PD/TA) programs, titled [Measuring Participation](#), covering the years 2015-16 through 2020-21. Arts and Culture collects and analyzes this data in order to understand whether the demographic makeup of participants is representative of the demographics of the arts and culture workforce Countywide, and representative of all LA County residents. The study found that Arts and Culture is reaching arts administrators who identify as people of color at a higher rate than their presence in the arts and culture workforce overall; that the transition to online-only PD/TA events and the addition of new topics related to the COVID-19 pandemic were accompanied by a notable increase in total participation, and a significant increase in the share of White participants and decline in participants of color; and that midcareer professionals consistently made up the largest share of participants.
- Based on those findings, R&E began facilitating a process to review and revise Arts and Culture's demographic data collection practices, in order to remain in step with emerging best practices and to ensure alignment with the County's new Cultural Policy and the Anti-Racism and Diversity Initiative (ARDI). Arts and Culture will continue to share information like this with the communities it serves, in the spirit of transparency and its ongoing efforts toward greater equity, inclusion, and justice.
- R&E worked with the Arts Education Division to conduct a literature review and interviews with experts on [healing-centered arts engagement](#). The idea of "healing-centered" approaches have emerged as central to reimagining and creating an LA County where all youth — especially youth who have been historically excluded — engage in arts all year, every year. In order to make the findings of this literature review as useful as possible, consultants Victoria Perera Rojas and Raquel Trinidad published findings as a zine, designed and written in language that is accessible to a wide range of stakeholders.
- R&E is working with the Civic Art Division to conduct a demographic survey of living artists who have been commissioned by Arts and Culture. Data collection and analysis is being conducted by consulting firm Special Services for Groups (SSG). Findings from this study will help Arts and Culture understand how representative these artists are of the LA County population as a whole. Civic Art staff will use findings from this survey to help revise and improve their contracting practices to ensure a more diverse and inclusive body of work.
- R&E oversaw online collection and analysis of public comment on the Cultural Policy Strategies in January 2022. Summaries of both quantitative and qualitative data were used by staff to refine strategies that were submitted to the Board for consideration.