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## County of Los Angeles CHIEF EXECUTIVE OFFICE

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September 13, 2019

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

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

### **REPORT BACK ON SUPPORTING THE GROWTH OF THE LOS ANGELES COUNTY FILM AND DIGITAL MEDIA INDUSTRY (ITEM NO. 6, AGENDA OF OCTOBER 30, 2018)**

On October 30, 2018, the Board of Supervisors (Board) adopted a motion to support the growth of the Los Angeles County Film and Digital Media (F&DM) Industry and directed the Chief Executive Office (CEO) to work with the Departments of Workforce Development, Aging and Community Services (WDACS), Consumer and Business Affairs (DCBA), and other relevant County departments, such as the Department of Arts and Culture (Arts and Culture) and the CEO Women and Girl's Initiative to report back in 90 days on the development of a five-point County F&DM Plan (County Plan) based on key recommendations from the 2018 Beacon Economics report entitled "Film and Digital Media Industry: A County Perspective". On January 29, 2019, the CEO requested a 30-day extension for the first report back, which was submitted on March 4, 2019, and detailed the framework for the proposed County Plan. The CEO agreed to report back in 180 days with specific recommendations and a status update on each of the five points in the motion. The attached 180-day report (Attachment A) details the progress on the implementation of each directive.

The Five-Point County Plan includes the following:

1. A proposal for the development of a F&DM career pathway program led by WDACS that serves targeted populations, including County clients, and is incorporated into workforce development programs offered across County departments;

2. A proposal to support local emerging businesses within the F&DM Industry, such as the growing number of small and emerging digital media firms;
3. A proposal to create the first Los Angeles County Forum on F&DM that connects legacy and emerging segments of the F&DM Industry, provides a venue for the exchange of innovative workforce hiring strategies and best practices, and to further diversify the F&DM Industry;
4. Identification of both public and private funding resources related to the creation of the County Plan along with a proposed budget for the implementation of these economic development programs for the F&DM Industry; and
5. Advocacy for, and support of, legislation which promotes the growth of the creative economy.

Over the last six months, WDACS has worked with the CEO and F&DM partners to develop a career pathways Pilot (Pilot) centered on tech/digital media given the number of career options that align well with the needs of our target population. In addition, the skill sets that will be developed for tech/digital media are transferable across all sectors of the film and digital media industry. The Pilot seeks to prepare, train, and place County clients onto career pathways in a creative economy sector. We believe this initial approach will provide a foundation from which to scale up to the larger film, digital media, sports, entertainment, music, and arts industries over time. The Pilot will launch in Spring 2020, and aims to connect employers to a diverse workforce career pathway for under-represented populations. The Pilot will primarily target its outreach to youth, ages 18-24 years old, with a history of involvement in County systems such as foster care, justice or public benefits systems. However, older participants wishing to change careers will also be accepted into the Pilot.

DCBA has continued to expand upon its current menu of technical assistance and business concierge services to meet the needs of these companies. DCBA is also working to create outreach materials and workshops tailored to the specific needs of constituents looking to start or grow their local small F&DM businesses. DCBA will also collaborate with Arts and Culture on this effort to ensure that County funded arts organizations with a focus on the F&DM industry are included.

DCBA, in collaboration with Arts and Culture, is also recommending that the County consider a pilot partnership with an existing private creative co-working space or the creation of a County-held creative arts workspace as an alternative to incubators and accelerators. DCBA believes this approach to be more cost-effective than incubators or

accelerators while still filling the ever-growing need for office and creative space within the F&DM industry.

In crafting the strategy for the first F&DM Forum, the CEO has contracted with Beacon Economics to lead the coordination efforts. The tentative timeframe for the Forum is September 2020. The focus of the Forum will be to identify challenges and opportunities in the F&DM industry related to workforce development, diversity, and inclusion.

The CEO has garnered much support for the County plan which has resulted in commitments made as both advisors and placement sites. The following partners will continue to work with the County on all five points of the County Plan: International Creative Management (ICM), the Motion Picture Association of America (MPAA) and its member Studios (Fox, Warner Brothers, Disney, Universal, Paramount, Sony), Amazon, Hulu, Netflix, Snap, Inc., HBO, Tastemade, Giant Spoon Agency, 9<sup>th</sup> Wonder, Q&A, Teamsters Local 399, International Alliance of Theatrical Stage Employees (IATSE), Studio Utility Employees Local 724, Screen Actors Guild-American Federation of Television and Radio Artists (SAG-AFTRA), California Film Commission (CFC), Association of Independent Commercial Producers (AICP), the Los Angeles Community College District (LACCD), FilmL.A., Inc., Los Angeles Economic Development Corporation (LAEDC), Beacon Economics, City of Los Angeles, and Bixel Exchange.

The CEO will report back twice a year as part of its biannual Film and Photography Status report in January and July. If you have any questions or need additional information, please contact me, or your staff may contact Julia Orozco at (213) 974-1151 or Gary Smith at (213) 974-2504.

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GS:acn

Attachment

c: Executive Office, Board of Supervisors  
County Counsel  
Arts and Culture  
Consumer and Business Affairs  
Workforce Development, Aging and Community Services

## **SUPPORTING THE GROWTH OF THE LOS ANGELES COUNTY FILM & DIGITAL MEDIA INDUSTRY**

### **BACKGROUND**

On October 30, 2018, the Board of Supervisors (Board) adopted a motion to support the growth of the Los Angeles County Film and Digital Media (F&DM) Industry, and directed the Chief Executive Office (CEO) to work with the Departments of Workforce Development, Aging and Community Services (WDACS), Arts and Culture (Arts & Culture), Consumer and Business Affairs (DCBA), and any other relevant County departments or partners, as well as with non-County entities such as labor organizations and educational entities, to develop a County Plan based on key recommendations from the 2018 Beacon Economics report entitled "F&DM Industry: A County Perspective". The CEO has continued to meet with its Creative Economy Workgroup (Workgroup) comprised of WDACS, DCBA, Arts & Culture, and the Women and Girl's Initiative (WGI).

The Workgroup's role is to provide oversight and support to:

- The development of the overall County Plan and to ensure that it results in increased access to creative economy workforce opportunities for County constituents, with a focus on diversity, inclusion, and gender equity;
- DCBA's Concierge services for small emerging digital media companies;
- The creation of possible models of creative workspaces for content creators and emerging F&DM companies;
- Funding strategies for the respective directives; and
- Support for legislation that promotes the growth of the F&DM industry.

Over the last six months, the CEO and the Workgroup have continued to meet with F&DM stakeholders to assist in the development of the County Plan. Companies such as Snap, Inc., Amazon, Netflix, Hulu, Tastemade, HBO, Q&A, 9<sup>th</sup> Wonder, and the Giant Spoon Agency have been instrumental in helping to design a career pathways pilot program (Pilot) centered on Tech/Digital Media. The Pilot, led by WDACS, will be launched in the Spring of 2020 and focus on under-represented youth, ages 18-24 years old, before scaling up to serve all County participants. WDACS will ensure that all staff in referring County departments, and the County's America's Job Centers of California (AJCC), are trained to identify and refer appropriate participants to the Pilot and follow an outlined process for seamless referral and co-case management. The main referring County departments and agencies will be the Departments of Children and Family Services (DCFS), Probation, Arts & Culture, Public Social Services (DPSS), and the Los Angeles County Development Authority (LACDA). Other referral sources are community colleges and community-based organizations that serve young people involved in County systems.



As early Arts education is key to developing the skill sets needed for careers in the creative economy, the CEO and WDACS will continue to work closely with Arts & Culture to ensure that the County Plan integrates with their ongoing Arts Education programming and advocacy and the Board's directive to Arts & Culture to update the County's Regional Plan for Arts Education, which will be completed later this year. WDACS will also work with the Arts & Culture's Creative Career Pathways for Youth (CCPY) initiative to ensure that the Pilot is in alignment with the initiative so that seamless referrals occur between each program.

Relative to supporting the growth of emerging digital media companies, DCBA has continued to expand upon its current menu of technical assistance and business concierge services to meet the needs of these companies. DCBA is also working to create outreach materials and workshops tailored to the specific needs of constituents looking to start or grow their local small F&DM businesses. Lastly, DCBA and Arts & Culture are collaborating on this effort to ensure that County funded arts organizations with a focus on the F&DM industry are included.

As noted in the March 4, 2019 report back, none of the existing 65 incubators and accelerators operating in the County are dedicated to the creative industry. As a result, DCBA is recommending that the County consider a pilot partnership with an existing private creative co-working space, or the creation of a County-held creative arts workspace as an alternative to incubators and accelerators. DCBA believes this approach to be more cost-effective than incubators or accelerators while still filling the ever-growing need for office and creative space within the F&DM industry. This pilot effort would be a collaboration with Arts & Culture with assistance from the CEO as needed.

In crafting the strategy for the first LA County F&DM Forum, the CEO has contracted with Beacon Economics to lead the coordination efforts. A tentative timeframe for the Forum is set for September 2020.

The overall goals of the Forum will be to:

- Identify challenges and opportunities in the F&DM industry related to workforce development, diversity, and inclusion within the Industry; and
- Provide a space for all segments of the ecosystem to come together and work on solutions to accessing diverse talent.

Attendees will include leadership from talent agencies, non-profit intermediaries, Community Colleges and Universities, Legacy Film and Television studios, Unions, and emerging and established digital media companies. The CEO believes this will amplify the opportunity to showcase and build on efforts underway to help make Los Angeles County a global F&DM innovation ecosystem and begin to unify a segregated industry towards a common goal of increasing workforce opportunities for under-represented County residents with a focus on diversity and inclusion.

Other vital stakeholders who continue to partner with the County on all five points of the County Plan are: International Creative Management (ICM), the Motion Picture Association of America (MPAA) and its member Studios (Fox, Warner Brothers, Disney, Universal, Paramount, Sony), Teamsters Local 399, International Alliance of Theatrical Stage Employees (IATSE), Studio Utility Employees Local 724, SAG-AFTRA, California Film Commission (CFC), Association of Independent Commercial Producers (AICP), the Los Angeles Community College District (LACCD), FilmL.A., Inc., Los Angeles Economic Development Corporation (LAEDC), Beacon Economics, City of Los Angeles, and Bixel Exchange.

The following describes the progress made with each of the five points of the County Plan for supporting the growth of the F&DM Industry.

### **1. DEVELOPMENT OF A COUNTY F&DM CAREER PATHWAY PROGRAM (WDACS)**

WDACS was directed by the Board to draft a proposal for the development of an F&DM Pilot that serves underrepresented, diverse, and targeted populations, including County clients that can be incorporated into workforce development programs offered across County departments. Over the last six months, WDACS has worked with the CEO, the Workgroup, and partners to develop such a Pilot centered on tech/digital media given the number of career options in that sector. The Pilot seeks to prepare, train and place County clients onto career pathways in this sector of the creative economy. Both the CEO and the Workgroup believe this initial approach will provide a foundation from which to scale up to the larger film, digital media, sports, entertainment, music, and arts industries over time. The transferrable skills that participants will develop are applicable to other sectors of the creative economy including film, music, sports, and creative arts.

#### **Pilot Program Overview**

The Pilot will launch in Spring 2020 and aims to connect employers to a diverse workforce by creating a flexible yet structured career pathway for under-represented populations who might otherwise have challenges accessing these employment opportunities. The Pilot was designed with input and feedback from a variety of digital media companies and intermediaries that train and place individuals into internships and entry-level jobs in the tech and digital media industries. WDACS will work with the intermediary and partner companies to create a seal of approval that outlines learning and internship standards and competencies that are agreed upon by the participating employers. This strategy will ensure that the Pilot produces industry-recognized skills and credentials.

#### **Targeted Program Population**

The Pilot will primarily target its outreach to youth, ages 18-24 years old, with a history of involvement in County systems such as foster care, justice, or public benefits systems. However, older participants wishing to change careers will also be accepted into the Pilot. Priority will be placed on engaging individuals from populations whose voice, skills, and perspectives have been traditionally under-represented. Such populations include, but are not limited to, people of color, women, gender non-conforming, LGBTQIA, and those

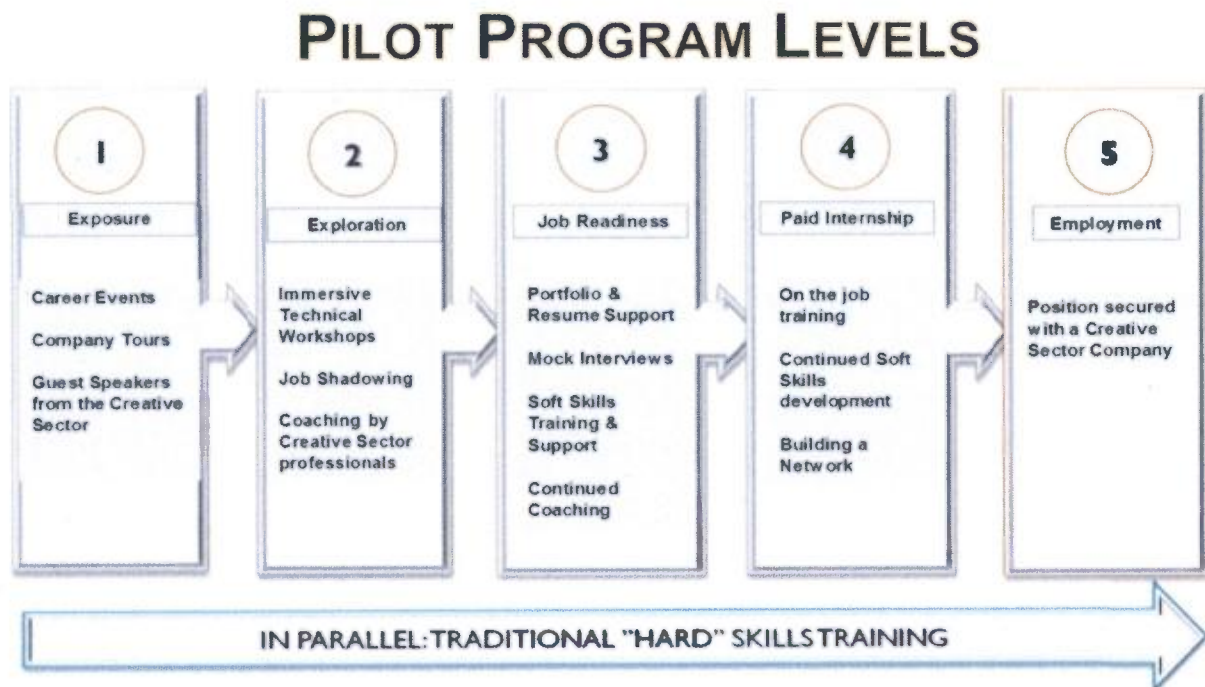
with disabilities. Participants must also demonstrate that they are: a) interested in a career in the tech and digital media industry; and b) ready to commit themselves to fully engage in the activities of the program.

### Candidate Referral Process

Candidates will be referred to the program by referral partners and County departments that serve and support County clients such as Arts & Culture, DCFS, Probation, DPSS, LACDA, AJCCs, community-based organizations, and community college programs that serve County clients, such as the Guardian Scholars Program. WDACS will also conduct in-service training and outreach to referral partners on all aspects of the Pilot, and provide a program contact lead to each agency or department.

### Pilot Program Levels

The Pilot will consist of four progressively specialized levels of programming that may lead to employment. Those who are successful through the job readiness levels of programming will progress to a paid internship at a partner digital media company, or continue to receive support in technical, soft, interview, and networking skills development so that they are competitive candidates for employment in these targeted industries. All participants will be supported and assisted in securing employment within a tech, digital media, film, music, sport, talent, arts, or other company within the creative economy.



**Level 1: Exposure** - Participants will be introduced to jobs and careers within the tech and digital media industries by participating in career fairs, guided tours of companies, set visits, and guest speaker presentations by professionals in the industry. Although, the Program is designed to engage primarily young adults and adults ready to begin or



continue careers, the career exposure level of programming may also be appropriate for those as young as 16 who are interested in learning more about a potential career in digital media.

**Level 2: Exploration** - Participants will receive immersive workshops that develop their technical skills and soft skill development. Immersive workshops include such activities as design challenges and half-day computer design workshops that provide opportunity to develop and practice basic technical skills that prepare participants for paid internships and jobs in the field. Participants will also begin to be engaged in workshops that teach such soft skills as time management, communication, workplace etiquette, and teamwork. Additionally, participants will begin to spend time being coached by industry professionals to learn about the day-to-day functions performed in jobs within the field. This will also include an *Idea Tank* group which is a work-based learning activity where participants will regularly interface with partner tech and digital media senior staff, to share their ideas on how to do things differently and provide feedback to the company on their products and/or processes. The *Idea Tank* also provides another forum for companies to be exposed to the untapped talents and perspectives of traditionally under-represented individuals.

**Level 3: Job Readiness** - Participants will receive a more intensive level of coaching from an industry professional that provides a deeper level of technical and soft skill development. Work-based learning opportunities will be introduced as well as support with resume development and interviewing.

**Level 4: Paid Internship** - Any participant in Level 1-3 programming may apply for the Paid Internship opportunity through an on-line application process with assistance from the intermediary. Applications will be reviewed by the intermediary, and the most qualified candidates will be selected to be interviewed by a panel of tech and digital media partners. Chosen participants will then intern at their host company for an average of three months. Interns will receive project assignments, participate on work teams, and handle day-to-day tasks as a full-time employee of the company world. The internships serve as a way for a company to test out the intern as a potential employee, as well as for the intern to network with colleagues, learn the company culture, and test out if the company is a good fit for their career goals. Depending on their performance during their internship, select interns will be invited to join the company as permanent employees.

Those who do not secure an internship will continue to receive job readiness & skill development support through the intermediary until they secure employment. All participants in Level 4 programming, both in the Paid Internship and in the continued job readiness and skills development, will be invited to participate in optional professional development workshops such as coaching from LinkedIn, on how to develop and maximize their LinkedIn profile. All participants will be engaged in networking activities to connect, network, and socialize within partner company employees.

**Level 5: Employment:** Participants will be supported in securing employment through interview coaching, resume development, and placement assistance. WDACS will track placement data over time.



### Skill Development

Based on feedback from the tech and digital media partners, the Pilot will assist its participants in acquiring specific technical skills to prepare them for occupations within four areas. These skills are transferrable across the spectrum of the creative economy. WDACS and the intermediary will also provide in-service training to partners on how to coach and engage participants.

Examples of occupations within each of the career field areas are:

Tech & Digital Career Pathway Pilot Skill Development				
CAREER FIELD	DIGITAL TECHNOLOGY	DIGITAL & VISUAL MEDIA	COMMUNICATIONS	BUSINESS OPERATIONS
EXAMPLE OCCUPATIONS	Web Design, Mobile/App Development, UX Design	Graphic Design, Product Design, UI Design, Content Creation, Video Production	Marketing, Social Media, PR	Sales, Operations, Customer Support
SKILL DEVELOPMENT	JAVA JAVASCRIPT C++ SQL PYTHON CSS HTML	Full Adobe Creative Cloud Adobe Photoshop Adobe Premiere Adobe Illustrator Adobe After Effects Final Cut Avid Media Composer Sketch Principle	Market Research Data Analysis Creative Brief Development Copywriting SEO Social Account Management Social Content Development	Interpersonal Communication Networking Ability Telephone and Email Communication Sales Writing Presentation Development Negotiating

### Program Metrics

The Pilot will track the number of participants engaged in each level of programming and the total number of participants who succeed in securing unsubsidized employment. Data will be collected on gender, race, age, economic status, geography, and other self-identified data such as sexual orientation or gender identity. Program metrics will be tracked in CalJobs, the California State-wide data management system used to track and manage employment related data of the public workforce development system. WDACS will also assess the efficacy of each level of programming including exposure and partner company activities, skill development, and job readiness programming.

**Number of Participants to Be Served**

Over the first 12 months, the Pilot expects to engage 500 County clients in Level 1, while 250 participants will move into Level 2. Two hundred participants will then move onto Level 3, in which 50 participants are projected to be placed in the internships. In terms of full time employment, WDACS will have data after the first 12 months to report back on how many participants were successful in securing a full-time job.

By the Numbers:

**Partner Companies**

The County is very grateful for the input from our various film, talent, tech, and digital media partners who provided invaluable assistance in the development of the County Pilot. Companies such as ICM, Snap, Inc., Amazon, Netflix, Hulu, Tastemade, HBO, Q&A, 9<sup>th</sup> Wonder, and the Giant Spoon Agency have been instrumental in helping to design the Pilot. It is expected that these partners will participate as placement companies once the Pilot launches in the Spring of 2020.

**Next Steps and Funding**

The Pilot is expected to begin the development phase in January 2020 and launch in Spring 2020. WDACS has estimated that the 12-month Pilot will require a budget of \$250,000 to fund a tech and digital media intermediary who will coordinate the Pilot and work with referral partners.

WDACS will also be working closely with the CEO to identify, and to procure an intermediary to coordinate the Pilot. WDACS will seek the services of an intermediary that has established relationships with key companies in the existing and emerging digital media industries, and a proven track record of preparing and connecting participants to career opportunities in the industry.

### **Additional Strategies to Support Career Pathways in the Creative Economy**

In addition to developing and implementing the Tech & Digital Media Careers Pathways Pilot, WDACS will continue to work closely with the CEO, Arts & Culture, DCBA, WGI, and other relevant departments and partners to support additional strategies for career pathways within the creative economy through the following:

#### Collaboration with Arts & Culture

In addition to the Pilot, WDACS is working closely with Arts & Culture to establish broader career pathways for youth and young adults, ages 14-24, by collaborating with their CCPY initiative, part of their wider County Cultural Equity and Inclusion Initiative (CEII). Specifically, WDACS and Arts & Culture have established a standing workgroup to meet regularly, and plan strategies needed to implement key recommendations from the Arts & Culture's "*Building Creative Career Pathways for Youth Field Scan*" which seeks to improve access to career opportunities for underrepresented youth in the creative economy. The CPPY (formerly Teen Arts Pathways) is one of five initiatives funded as part of the County's CEII. In April 2019, Arts & Culture released its field scan focused on labor market analysis of sectors that make up the creative economy in the County and the importance of diversity and inclusion. The report suggests that it will take more than increasing the diversity of the creative industry workforce to achieve equity; it also requires examining the systems and policies that create disparity and inequity in the first place.

On August 13 and 14, Arts & Culture convened representatives from the creative industry and education fields to examine the field scan's 23 recommendations and discuss strategies for aligning and expanding programs and services that provide youth with access to careers in the creative economy. The August 13 meeting took place at Los Angeles City College, and hosted 66 representatives from educational institutions and programs that prepare youth for the creative economy (e.g. higher education institutions, nonprofits, County government agencies), while the August 14 meeting at West Los Angeles College hosted 26 representatives from creative industry employers (e.g. arts nonprofits, government agencies, museums, tech start-ups, photography, television/film/media, music and entertainment companies).

Arts & Culture also identified four immediately actionable recommendations from the field scan report: 1) Increase investment in K-12 public education; 2) Institute a community awareness and outreach campaign; 3) Establish a creative economy one-stop for youth; and 4) Formally establish a County Creative Workforce Development Committee.



These recommendations were selected as strategies that Arts & Culture, in partnership with public-private initiative the Arts Education Collective, is most prepared to implement in the immediate future. Additional strategies will be developed by Arts & Culture with County partners such as WDACS, the CEO, WGI, and DCBA by utilizing data from the field scan report to develop a set of recommendations for a coordinated and comprehensive Countywide effort to support the creative economy centered on its goal of a thriving, equitable, and inclusive creative sector.

Partner with Existing Community-Based Creative Economy Training Organizations

The CEO and the Workgroup will reach out to, and establish partnerships with, existing programs and organizations that provide training to individuals seeking careers in the creative economy with the goal of supporting the development of a seamless and coordinated point of entry into these programs.

Explore the Feasibility of Additional Apprenticeships within the Creative Economy

The CEO and the Workgroup will explore the feasibility of creating additional apprenticeships within the Film and Digital Media industry that will ensure that County clients are able to participate in those programs.

Collaboration with F&DM Industry Diversity & Inclusion of Managers and Intermediaries

WDACS, the CEO, Arts & Culture, WGI and other relevant partners will continue to work closely with the Diversity, Inclusion and Equity staff of companies in the film, digital media, talent, music, sports, and other creative economy sectors to align current efforts with the County's workforce system to create greater access to employment opportunities, internships, and apprenticeships for traditionally underrepresented diverse County residents.

Collaboration with the California Film Commission (CFC)

WDACS has provided guidance to the CFC on developing the Film & TV Tax Credit Program 3.0 Pilot Jobs Training Program launching in January 2020. WDACS has shared its assessment tools and metrics with the CFC to assist them in the development of the Tax Credit Jobs Training Program, which will first be piloted in Los Angeles County. WDACS will work with the CFC, as needed, to ensure that the County's AJCC system, talent, and resources support appropriate job seekers into jobs within the film industry through the 3.0 Pilot Jobs Training Program.

## **2. FRAMEWORK FOR SUPPORTING LOCAL EMERGING F&DM BUSINESSES (DCBA)**

As directed by the Board and as noted in the March 4, 2019 report back, "Supporting the Growth of the Los Angeles County F&DM Industry", DCBA has continued to expand upon its current menu of technical assistance and services, and is working to create outreach materials and workshops tailored to the specific needs of constituents looking to start or grow their local small F&DM businesses. To do so, DCBA continues to conduct research to assess the needs of current County creative vendors and non-profit organizations receiving County grant funding with the assistance of Arts & Culture.



Additionally, DCBA continues to examine the feasibility of assisting F&DM businesses through incubators and/or accelerators. However, none of the existing 65 incubators and accelerators operating in the County are dedicated to the creative industry. As a result, DCBA is recommending that the Board consider a partnership with Arts & Culture, and an existing private creative coworking space to pilot the creation of a County-held creative arts workspace. This pilot workspace effort could include office space for content creators, studios for talent and production, and other uses like technical assistance workshops etc. DCBA believes this approach to be more cost-effective than incubators or accelerators while filling the need for additional production and creative space in the County.

### **Technical Assistance**

Currently, DCBA's Small Business Concierge Program (Concierge) provides entrepreneurs with technical assistance via one-on-one counseling sessions and facilitated workshops to address common business needs, including permits and licenses, financial literacy, legal structure, and best practices to start a business and avoid pitfalls that may harm a business. In support of the County Plan, DCBA has met with Arts & Culture to learn about their Arts Grants, outreach, training, professional development, and workshop models. As a result, DCBA will partner with Arts & Culture to modify its current Concierge services to support professional development programming for artists, content creators, creative entrepreneurs and grantees, and address the needs of F&DM small businesses seeking technical assistance to grow their businesses.

DCBA will work with Arts & Culture to:

- Create Concierge hosted technical assistance workshops focused on the creative economy that incorporate feedback received from County vendors, Arts & Culture, subject matter experts, and Arts & Culture grantees;
- Facilitate trainings and information sessions addressing specific concerns such as leasing, tax, and intellectual property; and
- Offer technical assistance workshops, roundtable sessions, and outreach at Arts & Culture hosted events.

DCBA's Concierge will also serve as the single point-of-contact for F&DM entrepreneurs looking to navigate the complexities of entrepreneurship. DCBA will connect these entrepreneurs to free counseling and mentorship from a variety of community partners, including the Service Corps of Retired Executives (SCORE), as well as financial resources.

DCBA will also support established small businesses in the creative economy by connecting these businesses with our County certifications, including our Local Small Business Enterprise, Disabled Veteran Business Enterprise, Social Enterprise and Community Business Enterprise Program, which is the umbrella certification for the County's Women, Minority, Disadvantaged-owned business designations. DCBA will

also connect these businesses with our Procurement Technical Assistance Center (PTAC) to receive information, support, and training on how to sell goods and services to local, state, and federal government. The certifications, coupled with the PTAC support services, will help emerging F&DM businesses attain a level of contract readiness to effectively bid on government contracting and subcontracting opportunities, creating an additional alternative revenue stream.

### **Incubators and Accelerators**

Existing incubators and accelerators may not be readily accessible to underserved communities as they may require a competitive application process and may be focused on small businesses and/or individuals already established within the creative industry. Should the Board want to move forward with the development and establishment of a County-sponsored incubator or accelerator, DCBA would require additional time to fully develop a detailed implementation plan and cost model. As with the implementation of similar undertakings of this size, DCBA would, at minimum, require the following:

- The acquisition of a building or redevelopment of an existing County facility;
- Budget allocation for consultants with expertise in the F&DM development field;
- Budget allocation for the purchase of F&DM related software and equipment; and
- Budget allocation for staff that would manage and oversee the day-to-day operation.

DCBA estimates that the initial startup cost for a County sponsored creative incubator or accelerator would be substantial. For comparison, the LACDA's Business Tech Center has an ongoing annual expenditure of \$900,000 for operational expenses, and three full-time staff.

### **Creative Workspaces**

Creative workspace models currently exist in metropolitan hubs including Chicago, New York, Hollywood, and Los Angeles. One such example, Maker City LA, located in the City of Los Angeles, is a for-profit company offering a wide array of coworking and dedicated spaces available for daily and monthly lease. The leased space includes access to communal meeting areas, community kitchens, rented parking spaces, Wi-Fi, mail services, as well as creative lab access that includes basic equipment for podcast recordings and green screen filming. These workspaces, which can be customized with special buildouts, paint colors, and décor, include basic office equipment services such as printers, scanners, copier services, and utilities. Small and medium-sized workspaces are available to lease starting at \$650 and \$1,000, respectively. Larger workspaces are also available, though rent is usually determined by square footage, starting at \$3 per square foot.

One possible investment the Board might consider is a piloted partnership with an established private coworking space provider, where the County can provide access to facilities and services for creative businesses and individuals. The County could facilitate the leasing of work spaces from the company and offer free-of-charge or reduced-priced subleases to F&DM businesses and entrepreneurs from underserved communities

that may otherwise not be able to afford or access these spaces. Both DCBA and Arts & Culture contend that providing our target businesses with access to creative workspaces and resources will have a direct positive impact on their success and growth. After the workspace pilot, the County can further assess the need and feasibility of creating a County-sponsored workspace.

Implementation of this recommendation would require the County's investments in the following:

- Budgeted allocation for leased spaces;
- Budgeted allocation for staff to oversee the pilot program; and
- Budgeted allocation for hardware/software.

In addition to the pilot described above, Arts & Culture has identified cultural and creative workspace as a key Arts & Culture policy issue for further exploration and assessment. For the cultural and creative sector, workspace can encompass a range of uses that include not only office space, but manufacturing, artist studios, live/work space, rehearsal studios, exhibition and presentation space, and facilities for cultural production and post-production. Leveraging Arts & Culture's subject matter expertise, knowledge of creative workspace initiatives, and networks in the County cultural community, locally, regionally and nationally, Arts & Culture will work with DCBA to create a model for creative space and will identify a set of creative space strategies for the County to consider as part of both short- and long-term investments in the creative sector.

### **3. CREATION OF THE FIRST LOS ANGELES COUNTY FORUM ON FILM & DIGITAL MEDIA (CEO)**

As mentioned in the March 4, 2019 report back, the CEO has contracted with Beacon Economics to coordinate all aspects of the Forum on F&DM (Forum) in partnership with the CEO, the Board, and its creative economy partners. The forum event will take place in September 2020 and will provide the County and its partners a unique opportunity to showcase the County's place as an F&DM leader and innovation ecosystem. Both Beacon and the CEO have begun reaching out to our creative economy partners to gain insight and support for the Forum. The Forum will be a uniquely prominent platform for the County to convene all sectors of the F&DM industry to build new partnerships and to communicate its breadth of services to F&DM industry decisionmakers and creatives. The Forum will also highlight the industry's leadership through the showcasing of best practices and successes related to developing a diverse and inclusive workforce.

The summarized scope for Beacon Economics includes:

- Perform an analysis of the F&DM Industry on the national and local level that details any relevant existing International F&DM conferences and provide a report that briefly describes each.
- Identify subject matter gaps in existing forums that the County can address.

- Analyze the F&DM Industry relative to aligning potential content with existing interests.
- Provide funding and co-sponsorship recommendations which will include a reasonable budget and timeline for the planning, coordination, and management of the Forum.
- Create a Forum Steering Committee with input from Board offices. The Steering Committee will guide the format and content of the Forum and assist in garnering sponsorships for the event.
- Coordinate all aspects of the logistics for the Forum.
- Lead all marketing efforts with the CEO.

The CEO believes that the County will not merely host the Forum, but will use it to build bridges between various sectors of the creative economy to engage in solution-orientated discussion around workforce development with a focus on equity and inclusion, share best practices related to recruiting, training, and retaining diverse talent pool, as well as address the needs of this ever changing and dynamic industry.

#### **4. IDENTIFICATION OF BOTH PUBLIC AND PRIVATE FUNDING RESOURCES RELATED TO THE CREATION OF THE COUNTY PLAN (CEO)**

The CEO, in partnership with the F&DM workgroup, will seek funding opportunities that align with the directives of the motion, which may include, but are not limited to, Federal, State, F&DM partners, and Foundations. The CEO will also work with the County's Center for Strategic Partnerships to help guide the identification of outside funding and/or partnership opportunities for the Forum. Further, Arts & Culture will continue to explore the development of a Countywide program modeled after the Creative Economy Development Fund (CEDF) in collaboration with the Center for Cultural Innovation. The CEDF Program provides seed funding and support to creative entrepreneurs to help launch and expand creative enterprises in the region. The County could potentially develop a similar fund to support cultural and creative entrepreneurs, artists, content creators, or production companies of diverse backgrounds. The creation of such a fund aligns with the goals of the County's F&DM Plan.

#### **5. SUPPORT LEGISLATION WHICH PROMOTES THE GROWTH OF THE CREATIVE ECONOMY (CEO)**

The CEO will continue to monitor all new bill introductions and work with departments to analyze any legislation related to the F&DM Industry that is introduced and develop recommendations for County advocacy positions. The CEO Legislative Affairs and Intergovernmental Relations Office will keep the Board advised of recommendations for County advocacy positions, via Sacramento update memos.

#### **CONCLUSION**

The progress made in the five areas of the County Plan described herein provides a roadmap for the County to elevate its status as a national leader in the creative economy



by creating new and innovative pathways to creative employment, aligning existing County efforts underway to increase opportunity for under-represented diverse talent, supporting emerging creative businesses, and utilizing its capital to convene thought leaders in the sector. The CEO will report back on progress made on the implementation of the directives as part of the bi-annual Film and Photography Status report twice a year, in January and July.