



# SELA Cultural Center Advisory Panel

## *Case Study Criteria for Informing the Operations Plan*

*March 2025*

### PURPOSE

The SELA Cultural Center is envisioned as a premier multi-arts space that celebrates the diverse cultural heritage of Southeast Los Angeles. To help the Panel develop an effective and sustainable Operations Plan, the Support Team is identifying and analyzing cultural center models with relevant governance, programming, and financial strategies.

The following criteria are guiding initial case study selection, helping to ensure alignment with SELA's long-term goals.

### SELECTION CRITERIA

1. **Comparable Scope & Vision** – Centers with a mission and scale similar to SELA's goals, prioritizing historically underrepresented communities and community-driven programming.
2. **Innovative & Efficient Operations** – Models featuring strong community governance, accountability structures, and displacement prevention.
3. **Sustainable Financial Models** – A diverse funding mix (grants, earned revenue, philanthropy, public-private partnerships) with long-term viability.
4. **Clear Governance & Leadership** – Defined roles, oversight mechanisms, and community participation in decision-making.
5. **Programmatic Excellence** – High quality, artist-led, and community-centered programming with strong education and engagement components.
6. **Adequate & Adaptable Space** – Facilities that support diverse uses (performance, exhibitions, classrooms, and community gatherings) with flexible design.
7. **Frameworks for Ensuring Equity & Inclusion** – Strong policies ensuring representation, accessibility, and diverse hiring across programmatic leadership.

8. **Environmental Sustainability & Green Design** – Facilities integrating sustainable infrastructure, energy efficiency, and climate resilience.
9. **Artist & Workforce Development** – Programs supporting artist residencies, workforce training, and economic opportunities for local creatives.
10. **Civic & Social Impact** – Centers that serve as hubs for civic engagement, social programming, and public art initiatives.

## NEXT STEPS

If you have relevant case studies, please provide as much of the following information as possible:

- **Name & Location** of the cultural center.
- **Contact Information** for further inquiry.
- **Any reasons why you feel the case is a strong example, such as:**
  - **Mission & Programming Overview** – Key focus areas and community engagement strategies
  - **Governance & Financial Model** – How it operates, sources funding, and sustains itself.
  - **Operational Innovations** – Unique strategies that contribute to its long-term success.

## PRELIMINARY CASE STUDIES

Below is a table of preliminary case studies derived from the Panel's initial meeting in December 2024 and categorized using the information listed above. This list will continue to grow and respond to Panel meeting conversations and Panel member recommendations.

Cultural Center	Location	Contact Information	Rationale
Angels Gate Cultural Center	San Pedro, California	Amy Eriksen, Executive Director <a href="mailto:amy@angelsgateart.org">amy@angelsgateart.org</a>	<p><b>Mission &amp; Programming Overview</b> – Cultural hub for San Pedro residents offering affordable studios, community-centered programming, and artist teachers support.</p> <p><b>Governance &amp; Financial Model</b> – Nonprofit organization funded through government, corporate, and individual donors.</p>
BRIC	Brooklyn, New York	Elyse Rodriguez, Executive Manager Office of the President <a href="mailto:erodriguez@bricartsmedia.org">erodriguez@bricartsmedia.org</a>	<p><b>Mission &amp; Programming Overview</b> – Arts incubator and catalyst for Brooklyn-based artists and public media center with exhibition space.</p> <p><b>Governance &amp; Financial Model</b> – Nonprofit institute funded through program service revenue, cable service revenue, individual and corporate donations, and government grants.</p>
Exposition Park	Los Angeles, California	<a href="mailto:info@expositionpark.ca.gov">info@expositionpark.ca.gov</a>	<p><b>Mission &amp; Programming Overview</b> – Urban park based in South Los Angeles with outdoor green space, museums, educational facilities, sport stadiums, and entertainment venues.</p> <p><b>Governance &amp; Financial Model</b> – Owned by the State of California and operated by the Office of Exposition Park Management. Funded through state budget, philanthropy, parking fees, event permits, and ticketing sales.</p> <p><b>Frameworks for Ensuring Equity &amp; Inclusion</b> – Focus on increasing green space for one of Los Angeles' most park-poor areas.</p>

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Fort Mason Center for the Arts and Culture	San Francisco, California	Patrick Hajduk, Chief Operating Officer (415) 345-7512	<p><b>Mission &amp; Programming Overview</b> – Decommissioned military base repurposed into an arts institute along the San Francisco Bay waterfront. Programming includes theater, dance, exhibitions, education classes, and cultural classes showcasing two dozen local nonprofit and arts organizations.</p> <p><b>Governance &amp; Financial Model</b> – Nonprofit operations managed by the Fort Mason Center and overseen by the Golden Gate National Recreation Area. Funded through venue rentals, leasing, parking, individual contributions, and grants.</p> <p><b>Environmental Sustainability &amp; Green Design</b> – Adaptive reuse of military barracks into art space with an emphasis on environmentally sustainable architecture and interior design.</p>
Governors Island	New York, New York	<a href="mailto:info@govisland.org">info@govisland.org</a>	<p><b>Mission &amp; Programming Overview</b> – Decommissioned military base converted into a park with public art, events, cultural programming, and age-inclusive recreational activities.</p> <p><b>Governance &amp; Financial Model</b> – Managed by the National Park Service, Trust for Governors Island, and the Governors Island Foundation. The National Park Services manages parkland, the Trust for Governors Island is the managing nonprofit, and the Governors Island Foundation secures philanthropic funding.</p> <p><b>Environmental Sustainability &amp; Green Design</b> – Adaptive reuse of military island into park and art programming space with an emphasis on zero waste, marine restoration, circularity, and a car-free environment.</p> <p><b>**Note:</b> The scale of this site is far larger than the SELA Cultural Center. However, the associated Governors Island Arts public arts and cultural program focused on commissioning public art, developing local artists through</p>

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			residencies, and free public programming could be a helpful example.
Ho'n A:wan Park	Zuni Pueblo, New Mexico	Tahlia Natachu-Eriacho, Executive Director <a href="mailto:tnatachu@zyep.org">tnatachu@zyep.org</a>	<p><b>Mission &amp; Programming Overview</b> – Community park that provides open recreational space and cultural programming focused on the physical and mental wellbeing of Indigenous Zuni youth and families.</p> <p><b>Governance &amp; Financial Model</b> – Operated by the Zuni Youth Enrichment Program nonprofit in partnership with the Zuni tribe. Funding includes government, corporate, and individual philanthropy.</p> <p><b>Frameworks for Ensuring Equity &amp; Inclusion</b> – Co-created with and managed by Zuni tribe, artists, and members to ensure cultural, linguistic, and spiritual alignment.</p>
Indian Pueblo Cultural Center	Albuquerque, New Mexico	(505) 843-7270	<p><b>Mission &amp; Programming Overview</b> – Cultural center and gathering place uplifting and celebrating Pueblo culture through creative experiences and commercial opportunities. Includes museums, murals, library, education programming, teaching kitchen, and retail space.</p> <p><b>Governance &amp; Financial Model</b> – Nonprofit owned and operated by the 19 Pueblos of New Mexico and managed by the Indian Pueblos Marketing Inc.</p> <p><b>Frameworks for Ensuring Equity &amp; Inclusion</b> – Co-created, owned, and managed by the 19 Tribal Councils of the Pueblo communities with retail opportunities centering Indigenous-owned and operated enterprises. 44% of the staff are Native American, and 4 of 7 Board Members are tribal members.</p>

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			<b>Sustainable Financial Models</b> – Mix of revenue generated through commercial enterprises, facility rentals, programming fees, donations, and memberships.
Instituto de Allende	Guanajuato, Mexico	<a href="mailto:recepcion@instituto-allende.edu.mx">recepcion@instituto-allende.edu.mx</a>	<p><b>Mission &amp; Programming Overview</b> – Arts education center incorporated into the University of Guanajuato offering visual arts workshops, courses, and a bachelor’s degree. Programming includes visual arts, Spanish language learning courses for residents and non-residents, and weekend workshops for youth in surrounding rural communities.</p> <p><b>Governance &amp; Financial Model</b> – Nonprofit art school integrated with the local university with funding generated through programmatic fees, tuition, and philanthropy.</p>
La Plaza de Cultura y Artes	Los Angeles, California	Karen Crews Hendon, Director of Exhibitions and Senior Curator <a href="mailto:kcrews@lapca.org">kcrews@lapca.org</a> (213) 558-4218	<p><b>Mission &amp; Programming Overview</b> – Cultural center and community hub focusing on Latine heritage through arts exhibits, music, dance, culinary arts, and storytelling.</p> <p><b>Governance &amp; Financial Model</b> – Nonprofit organization leasing property from Los Angeles County and funded through County cultural arts program budget and philanthropy.</p> <p><b>Comparable Scope &amp; Vision</b> – Hub of Los Angeles’ Latine culture hosting the only museum in the County dedicated to honoring the contributions of Mexicans, Mexican-Americans, and Latine communities in Los Angeles, and highlighting current local artists.</p> <p><b>**Note:</b> There has been a mishandling of sacred burial land belonging to the Gabrielino Band of Mission Indians.</p>
Lincoln Center for the Performing Arts	New York, New York	(212) 875-5456 (212) 875-5000	<b>Mission &amp; Programming Overview</b> – 16 acre performing arts complex including theaters, concert buildings, a library, band

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			<p>shell, and outdoor plazas and showcasing a variety of music, theater, dance, film, opera, and other performing arts.</p> <p><b>Governance &amp; Financial Model</b> – Operated by a consortium of 12 resident arts organizations, each with its own administration and board of directors. Funding comes from philanthropy, government agencies, and revenue generated from facility leasing, ticketing sales, and performance fees.</p> <p><b>Adequate &amp; Adaptable Space</b> – Variety of venues allow for a diverse array of indoor and outdoor performances, including spaces that have been designed for “relaxed performances” centering visitors with sensory and cognitive needs. Venues and fees also aim to accommodate a variety of income-levels, with pay-what-you-want performances.</p> <p><b>**Note:</b> The Lincoln Center has a history of gentrification and forced removal, displacing thousands of Puerto Rican and Black families to build the center. There have been attempts to acknowledge and repair for this harm through murals depicting the community’s history, improving hiring and staffing practices, and increasing public accessibility to the center.</p>
Los Cenzontles	Richmond, California	Eugene Rodriguez, Executive Director <a href="mailto:eugene@loscenzontles.com">eugene@loscenzontles.com</a>	<p><b>Mission &amp; Programming Overview</b> – Cultural arts academy focusing on Mexican American arts including children’s movement, music, traditional dance, arts and crafts, and jewelry making. It also provides a space for band and musical production.</p> <p><b>Governance &amp; Financial Model</b> – Artist-driven nonprofit space funded through individual and corporate donors, grants, memberships, and programmatic fees.</p>

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			<p><b>Comparable Scope &amp; Vision</b> – The academy’s goals are centered around increasing equitable access to music and cultural education for local, working class families.</p> <p><b>Artist &amp; Workforce Development</b> – Strong arts education focus, specifically for historically underserved community groups</p>
Museum of Arts and History	Lancaster, California	(661) 723-6250	<p><b>Mission &amp; Programming Overview</b> – Museum serving the Lancaster and surrounding Antelope Valley communities. Includes exhibition and gallery spaces, artist-in-residence programming, and venue rentals.</p> <p><b>Governance &amp; Financial Model</b> – Funded through museum fees, facility rental fees, individual and corporate sponsors, and other cultural partners.</p> <p><b>Artist &amp; Workforce Development</b> – Operates as an artist-in-residence hub in addition to being a museum</p>
Presidio Park	San Francisco, California	<a href="mailto:presidio@presidiotrust.gov">presidio@presidiotrust.gov</a>	<p><b>Mission &amp; Programming Overview</b> – National park site located in the Golden Gate National Recreation Area including trails, overlooks, picnic areas, access to beaches, arts and culture programming, and educational programming.</p> <p><b>Governance &amp; Financial Model</b> – Managed by the federal Presidio Trust with the Partnership for the Presidio. Funded through leasing, hospitality, and permitting revenue and a public-private partnership.</p> <p><b>Environmental Sustainability &amp; Green Design</b> – Utilizes a “forever park strategy” focusing on historic preservation, environmental restoration, shared stewardship, and long-term sustainability.</p>



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18 <sup>th</sup> Street Arts	Santa Monica, California	Sydney Brundige, Executive Assistant <a href="mailto:sbrundige@18thstreet.org">sbrundige@18thstreet.org</a>	<p><b>Mission &amp; Programming Overview</b> – Artist residency program and workshop space supporting local artists, providing public arts exhibits, and community engagement programming. Also has a strong cultural assets mapping tool.</p> <p><b>Governance &amp; Financial Model</b> – Nonprofit funded by a monthly membership subscription and philanthropy.</p> <p><b>Artist &amp; Workforce Development</b> – Residency program focuses on supporting long-term and international visiting artists. Arts programming also looks at ways of engaging with local community groups.</p>