



# SELA Cultural Center Advisory Panel

## *Work Plan*

*February 2025*

### INTRODUCTION

The SELA Cultural Center Advisory Panel (Panel) will work with community members and partners to develop a set of recommendations for ongoing operations, including programming, funding, partnerships, and governance, at the Center, as established by the California Legislature in 2023. To ensure that all Panel meetings are open to the public, the Panel will be subject to the Bagley Keene Open Meeting Act, which requires all activities to be conducted openly for public participation.

The Panel's members represent a diverse cross section of SELA community experiences and arts expertise. Panel members include members of the SELA neighborhood and artist community, local tribal communities, relevant public agencies, as well as arts associations and nonprofit organizations. This diversity will inform all aspects of the Center's development.

Before beginning its work, the Panel is required to establish a work plan that sets deadlines for completing the tasks described in California Public Resources Code § 5876. This document outlines the sequence of work products and milestones for the Panel to successfully complete its work as described in the legislation (PRC § 5876).

This work plan will operate as a blueprint for the Panel's activities over the next two years. While various research topics and product deliverables will be defined, the work plan is meant to be a flexible document that can remain responsive to additional goals, emerging themes, and current events that may arise during Panel meetings.

As an integral part of the work plan, the Panel will craft a **Vision Statement** for the SELA Cultural Center based on ideas gathered from the SELA communities. The Panel's work will be conducted iteratively, building towards an **Operations Plan Framework by the end of 2025, with the final Recommended Operations Plan to be completed by January 1, 2027.**

The final Recommended Operations Plan will include a detailed operational model that incorporates community stabilization strategies to ensure long-term community benefit.

### **WORK PLAN FORMAT, DEFINITIONS, AND ASSUMPTIONS**

Panel members will focus on decision-making and oversight, while the Support Team, represented by the State Parks Department, Los Angeles County Board of Supervisors 4<sup>th</sup> District, San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC), and consulting partners Moore Iacofano Goltsman Inc. (MIG), will manage logistical aspects, including research coordination and community outreach facilitation. The Panel's work will be conducted in an iterative process, with each phase of community feedback and case study analysis informing subsequent revisions of the Operations Plan Framework, ensuring it remains aligned with SELA community needs and priorities.

The following work plan is organized into two phases that will help track Panel member activities over the next two years:

- **Phase I** – Operations Plan Framework Development (Jan 2025 to Dec 2025): Panel research focused on case studies, engagement, communications, and iterative development of the Operations Plan Framework.
- **Phase II** – Operations Plan Development (Jan 2026 to Dec 2026): Refine and finalize the Recommended Operations Plan.

These phases will culminate in the completion of the **Recommended Operations Plan** by January 1, 2027 (PRC § 5876 C1, C2) and include the following tasks:

- **Task A – Case Study Research and Deliverables** (PRC § 5876 C1, C2, and C6): The Support Team will conduct research on comparable case studies and present findings on programming, operations, funding, partnerships, and

governance models for the Panel member to review, discuss, and provide feedback. Insights from the research process will be used to inform and drive the development of the Operations Plan Framework.

- **Task B – Community Outreach, Engagement, and Partnerships** (PRC § 5876 C1, C3, C4, and C5): Panel members will work with the Support Team to conduct ongoing community outreach and engagement efforts to identify community preferences and incorporate priorities into the draft and final Recommended Operations Plan. Examples of such activities may include community meetings, workshops, tabling and pop-up events, focus groups, and community surveys. Throughout this process, Panel members will also identify and establish working relationships with SELA community organizations, SELA cities, State and County agencies, and other local agencies, artists, art organizations, schools, colleges, and universities to support the development of the Recommended Operations Plan.
- **Task C – Panel Meeting Presentations** (PRC § 5876 C1, C2, and C6): Research compiled by the Support Team, as outlined in Task A, will be shared at monthly Panel meetings over the course of two years. These presentations will help Panel members engage with relevant case studies, review ongoing research on programming, operations, funding, partnerships, and governance models, and provide direction on subsequent research needs.
- **Task D – Panel Meeting Decisions and Actions** (PRC § 5876 C1, C2, and C6): Panel members will provide feedback and finalize decisions on key deliverables building up to the completion of the Recommended Operations Plan. These meetings will be structured to focus on reviewing findings from research, community outreach and engagement, and partnerships, followed by clear decision-making on key aspects such as programming, governance, and funding models to be incorporated into the Recommended Operations Framework and Plan.
- **Task E – Public Communications:** Panel members will support external communications to inform the public about the Cultural Center, its services, and share updates on any Panel activities.

The Recommended Operations Plan will also incorporate community investment strategies and tools, such as a process for community oversight and accountability, to not only mitigate displacement risks but also ensure long-term community benefit. The final Recommended Operations Plan will include clear performance metrics to evaluate programming effectiveness, financial sustainability, and the Cultural Center’s contribution to community well-being.

This work plan outlines specific deliverables and timelines but is meant to be a flexible and responsive blueprint and framework designed to accommodate emerging community priorities and new research insights. This is a tool for Panel

members to achieve end goals, and Panel members reserve the right to make modifications along the way in response to community feedback, emerging research, etc. The activities listed below are representative of what is anticipated to complete a Recommended Operations Plan and work plan activities are organized with the following assumptions in mind:

- Many of the scheduled task activities are coordinated with Panel meetings and may overlap across the year.
- There are three planned monthly panel meetings per quarter, with more or less scheduled depending on Panel discussions, holiday schedules, etc.
- Future Panel meeting agenda topics may shift depending on Panel discussions and new research. The proposed meeting agenda topics are meant to be broad and encompassing of potential changes, given that Panel members can inform research at any part of this process.
- Some research and tasks may need more time for finalization based on community feedback, Panel member discussions, and decision making timelines.
- All feedback gathered across various community activities and events will be summarized, compiled, and incorporated into Community Preferences and Priorities and reflected in the Recommended Operations Plan.
- All proposed outreach and engagement activities are examples of what could be conducted and are meant to be eventually tailored based on Panel discussions and community needs.
- Major deliverables for Panel member approval are described in the glossary of key terms found in the appendix. Different components for each deliverable will be worked on over the next two years. These deliverables will act as benchmarks leading to the final development of the Recommended Operations Plan.

Each task is further detailed below and includes information on Panel member versus Support Team roles, timing of activities on a quarterly basis, and milestone deliverables. The table of task activities is followed by an appendix which includes a short glossary of key terms, the referenced legislation, and process graphic.

## WORK PLAN ACTIVITIES

### Phase 1. Operations Plan Framework Development (2025 Q1)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2025 Q1</b>	<p>A1. Select initial case studies reflecting SELA demographics and evolving mission</p> <p>A2. Conduct Programming and Criteria Analysis</p> <p>A3. Collect baseline data to inform approach to SELA artist-led cultural asset mapping</p> <p>A4. Identify relevant examples of Cultural Center Operations Plans</p>	<p>B1. Develop community engagement plan</p> <p>B2. Develop engagement and partnership-building strategy</p> <p>B3. Build initial list of partners and collaborators</p>	<p>C1. Presentations from Speaker Emeritus Anthony Rendon and Gehry Partners</p> <p>C2. Presentations from LA County Public Works and Department of Arts and Culture</p>	<p>D1. Review and approve Work Plan</p> <p>D2. Review initial case study focus and research directions</p> <p>D3. Review community engagement plan</p> <p>D4. Advise on engagement and partnership-building strategy</p>	<p>E1. Launch project website</p> <p>E2. Start providing regular updates via website</p> <p>E3. Post summaries of Panel activities and work products online (ongoing)</p>

<b>Task</b>	<b>A. Case Study Research &amp; Deliverables</b>	<b>B. Community Outreach, Engagement, &amp; Partnerships</b>	<b>C. Panel Meeting Presentations</b>	<b>D. Panel Meeting Decisions &amp; Actions</b>	<b>E. Public Communications</b>
<b>Lead Role</b>	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
<b>Leg. #</b>	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
	<p>A5. Identify models for Funding, Governance</p> <p>A6. Start list of Community Investment Strategies:</p> <ul style="list-style-type: none"> <li>* Oversight</li> <li>* Partnership Models &amp; Tools</li> <li>* SELA-Specific Gentrification Factors Research</li> </ul>				

### Phase 1. Operations Plan Framework Development (2025 Q2)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2025 Q2</b>	<p>A7. Interim report on Programming Framework</p> <p>A8. Interim report on Operating / Funding Models</p> <p>A9. Interim report on Community Investment</p>	<p>B4. Implement activities from community engagement plan, and engagement and partnership-building strategy:</p> <p>** Conduct Round 1 (Assets, Opportunities, and Needs) community engagement activities and summarize community feedback</p> <p>** Conduct outreach to SELA artists for cultural asset mapping</p>	<p>C3.Presentation(s) on programming</p> <p>C4.Presentation(s) on operating / funding models</p> <p>C5. Presentation(s) on Community Engagement feedback and progress on engagement</p>	<p>D5. Review interim case study findings</p> <p>D6. Review Draft Programming Framework</p> <p>D7. Review Funding Model Frameworks</p> <p>D8. Review initial, priority Community Strategies</p>	<p>E4. Maintain project website with updates (ongoing)</p> <p>E5. Regular external communications (press releases, social media)</p> <p>E6. Post summaries of new findings and community engagement / feedback</p>

### Phase 1. Operations Plan Framework Development (2025 Q3)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2025 Q3</b>	<p>A10. Finalize takeaways from case study analysis</p> <p>A11. Outline draft Operations Plan Framework for approval</p>	<p>B5. Continue outreach to local organizations and potential partners, identifying key relationships</p> <p>B6. Continue engagement with artist to inform SELA artist-led cultural asset mapping</p>	<p>C6. Presentation(s) on Community Engagement feedback and findings and progress on engagement strategies</p> <p>C7. Present artist-led cultural asset mapping</p>	<p>D9. Review and advise on draft Operations Plan Framework</p> <p>D10. Review and advise on governance and oversight models</p>	<p>Tasks E4 – E6 will carry across 2025 Q3</p>



### Phase 1. Operations Plan Framework Development (2025 Q4)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2025 Q4</b>	<p>A12. Prepare draft Operations Plan Framework for feedback</p> <p>A13. Prepare SELA artist-led cultural asset mapping report</p> <p>A14. Prepare Phase I Report summarizing all findings and recommendations</p>	<p>B7. Conduct Round 2 (Vision) of community engagement activities and summarize community feedback</p> <p>B8. Implement Community Questionnaire</p> <p>B9. Draft Vision Statement based on feedback</p>	<p>C8. Present draft Operations Plan Framework for feedback</p> <p>C9. Present community input findings and Vision Statement</p>	<p>D11. Review Vision Statement</p> <p>D12. Approve Operations Plan Framework</p>	<p>Tasks E4 – E6 will carry across 2025 Q4</p>

## Phase 2. Operations Plan Development (2026 Q1)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2026 Q1</b>	<p>A15. Finalize / update case study research, focusing on sustainability and community stabilization models</p> <p>A16. Prepare updated comparative analysis of cultural center operations and management best practices</p> <p>A17. Draft report on refined funding models and governance structures</p>	<p>B10. Conduct Round 3 (Programming and phase I work) of community meetings and summarize feedback</p> <p>B11. Develop a community partnerships list informed by community engagement</p>	<p>C10. Present final case study findings and comparative analysis</p> <p>C11. Presentation(s) on Community Engagement feedback and progress on engagement</p>	<p>D13. Review community feedback and finalize Programming Framework</p> <p>D14. Advise on updated operations and governance models</p> <p>D15. Review and advise on funding model strategies</p>	<p>E7. Maintain project website with regular updates (ongoing)</p> <p>E8. Continue regular external communications (press releases, social media)</p> <p>E9. Provide summaries of community feedback and engagement outcomes</p>

## Phase 2. Final Operations Plan Development (2026 Q2)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2026 Q2</b>	<p>A18. Develop detailed draft of Operations Plan based on finalized frameworks</p> <p>A19. Identify strategies for integrating community investment strategies</p>	<p>B12. Conduct targeted outreach to fill gaps in engagement and gather additional feedback</p> <p>B13. Begin drafting long-term partnership agreements with community partners</p>	<p>C12. Present draft Operations Plan for feedback</p> <p>C13. Present partnership and community investment strategies</p>	<p>D16. Review draft Operations Plan and provide feedback</p> <p>D17. Review and advise on long-term partnership agreements</p> <p>D18. Review and advise on community investment strategy</p>	<p>E10. Continue website updates and public engagement through social media and newsletters</p> <p>E11. Publish interim reports and key findings from community engagements</p>

## Phase 2. Operations Plan Development (2026 Q3)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2026 Q3</b>	<p>A20. Revise Operations Plan incorporating community and panel feedback</p> <p>A21. Develop metrics for evaluating success of operations, community engagement, and community investment</p>	<p>B14. Conduct community engagement to inform draft plan elements</p> <p>B15. Update SELA artist-led cultural asset mapping and plan for ongoing updates</p> <p>B16. Summarize final community feedback and integrate into plan</p>	C14. Present revised Operations Plan and evaluation metrics	<p>D19. Review and advise on final revisions to the Operations Plan</p> <p>D20. Review and advise on final evaluation metrics and reporting structures</p>	E12. Share draft Operations Plan with the public for review and feedback

## Phase 2. Operations Plan Development (2025 Q4)

Task	A. Case Study Research & Deliverables	B. Community Outreach, Engagement, & Partnerships	C. Panel Meeting Presentations	D. Panel Meeting Decisions & Actions	E. Public Communications
Lead Role	Support Team	Support Team	Support Team and Panel Members	Panel Members	Support Team, with Panel Members review
Leg. #	C1, C2, C6	C1, C3, C4, C5	C1, C2, C6	C1, C2, C6	C1, C3
<b>2026 Q4</b>	<p>A22. Prepare final draft of Operations Plan incorporating all feedback</p> <p>A23. Finalize documentation of community engagement and partnership activities</p>	<p>B17. Conduct final outreach to share the draft plan to confirm community representation in the plan</p> <p>B18. Prepare final report on community engagement outcomes</p>	<p>C15. Present final Operations Plan for approval</p> <p>C16. Present final community engagement and partnership reports</p>	<p>D21. Approve final Operations Plan</p> <p>D22. Finalize all documentation and prepare for submission</p>	<p>E13. Finalize and publish the full <b>Recommended Operations Plan</b> for public review</p> <p>E14. Continue communications on next steps</p>

### By January 1, 2027:

- Incorporate Community Preferences and Priorities in the Recommended Operations Plan
- Complete draft and final Recommended Operations Plan
- Final presentation of the Recommended Operations Plan
- Approve and submit the final Recommended Operations Plan
- Publish final Recommended Operations Plan and communicate outcomes to the public

## Appendix 1. Key Terms Glossary

1. **Case Study Research & Deliverables:** Research conducted on comparable cultural centers to identify best practices in programming, operations, funding, partnerships, and governance. This includes examining exemplary and relevant examples of successful Cultural Center Operations Plans, particularly those serving diverse, historically underrepresented communities. These case studies focus on innovative programming, inclusive governance, sustainable funding, and anti-displacement measures. The insights gained are used to inform the SELA Cultural Center's draft and final Operations Plan. Deliverables include comprehensive reports, case analyses, and presentations that guide the Panel's decision-making process.
2. **Community Investment Plan:** A comprehensive plan integrating strategies to invest in the SELA community while preventing displacement and promoting long-term stability. This plan incorporates:
  - **Investment Strategies:** Financial and resource allocation methods that support local arts, culture, and economic development while ensuring equitable distribution of benefits. These strategies often include public-private partnerships, grant funding, and community reinvestment models.
  - **Oversight Processes:** Structured systems for monitoring the Cultural Center's activities to ensure transparency, accountability, and alignment with community priorities. Drawing from models like local oversight task forces, these processes involve regular community reporting, stakeholder involvement in governance, and third-party audits to maintain integrity.
  - **Partnership Models & Tools:** Frameworks and mechanisms for establishing and maintaining collaborations with local organizations, artists, educational institutions, and government bodies. These models often include shared governance structures, memorandum of understanding (MOUs), and co-programming agreements.
  - **SELA Community-Specific Gentrification Factors Research:** Detailed analysis of gentrification trends specific to the SELA community, focusing on their causes and impacts. This research informs strategies to prevent displacement and promote community stability.
3. **Community Engagement Plan:** A structured approach to engaging SELA community members and building partnerships with local stakeholders. This includes community meetings, artist-led initiatives, workshops, focus groups, and establishing relationships with government agencies, local organizations, and educational institutions.

The plan requires Panel sign-off on the initial and evolving list of stakeholders, as well as guidelines for engagement to ensure broad, inclusive, and transparent community representation.

4. **Cultural Asset Mapping:** The process of identifying, documenting, and analyzing cultural resources within the SELA community. This includes mapping local artists, cultural organizations, historic sites, and community landmarks to inform programming and investment decisions.
5. **Evaluation Metrics:** Clear, quantifiable performance indicators used to assess the effectiveness of programming, financial sustainability, and the Cultural Center's contributions to community well-being. Metrics may include attendance figures, financial health indicators, community satisfaction surveys, and impact assessments.
6. **Funding Plan:** A comprehensive financial strategy designed to support the Cultural Center's long-term operations. This plan includes diversified revenue streams such as government grants, private donations, earned income from events and rentals, and membership programs.
7. **Governance Plan:** An integrated framework that outlines the governance structures and oversight mechanisms for the Cultural Center. This plan defines how the Center is managed, ensures accountability through community involvement, and incorporates best practices such as inclusive boards, transparent decision-making, advisory boards, public reporting, and feedback loops.
8. **Operations Plan:** An all-encompassing deliverable that outlines every component of the Cultural Center's functioning, including programming, funding, governance, staffing, maintenance, community engagement, and evaluation metrics. The Operations Plan reflects comprehensive input from research, community feedback, and strategic planning, and details the day-to-day management and operational procedures.
9. **Panel Meeting Presentations:** Sessions where the Support Team presents research findings, case studies, and strategic recommendations to the Panel to facilitate informed discussions and guide decision-making.

10. **Panel Meeting Decisions & Actions:** Meetings focused on reviewing research, gathering feedback from the community, and making key decisions on components of the Recommended Operations Plan. These sessions prioritize transparent decision-making and active community input.
11. **Programming Framework:** A structured outline that combines programming options with evaluation criteria to ensure alignment with SELA community needs, cultural relevance, and sustainability. This framework guides the development and implementation of programs at the Cultural Center.
12. **Public Communications:** Strategies for keeping the public informed about the Cultural Center's progress, including managing a project website, issuing press releases, sharing updates via social media, and providing regular summaries of the Panel's activities and decisions.
13. **Vision Statement:** A guiding document that reflects the community's aspirations and vision for the SELA Cultural Center. It is crafted through comprehensive community feedback and Panel deliberations, serving as the foundation for the Center's mission and operations.
14. **Work Plan:** A detailed blueprint outlining the sequence of tasks, milestones, and deliverables necessary for the Panel to achieve its objectives. The Work Plan guides the Panel's activities over the next two years, ensuring alignment with legislative requirements and community needs.