



Draft Operations Plan Outline

The following is a proposed outline for the SELA Cultural Center Operations Plan. This is based on the SELA Phase 1 deliverables and national best practices for cultural center operations planning. The structure reflects the research, engagement, strategy development, and synthesis as outlined in the final Work Plan.

I. Executive Summary

- Project Overview: Purpose and scope
- Goals: Key objectives and summary of themes
- Process Overview: Role of Advisory Panel and community engagement
- Looking Ahead: Resources and support needed to move forward

II. Introduction

- Background: Project history including Lower LA River Revitalization Plan, location and State Legislation overview
- Context and Need for the SELA Cultural Center: Community and cultural overview, existing social assets, barriers to access, and importance and benefits of arts and culture
- Plan Overview: Introduction to sections of the plan

III. Mission, Vision, Guiding Principles

- Mission
- Vision Statement
- Guiding Principles

IV. Needs Assessment and Market Analysis

- Community Profile:
 - Demographics
 - Population Trends
- Cultural Equity
 - Structural History (Disinvestment, displacement, marginalized, etc.)
 - Cultural Ecosystem (Existing assets, social and cultural landscape, etc.)
 - Barriers to Access (Mobility, Economic, Social, Safety, Cultural, Linguistic)
 - Arts venues or organizations per capita, transit time or distance to the nearest gallery, theater, museum, or arts center, demographic data, etc.
 - Lack of Access to Arts and Culture Experiences
 - Health Outcomes
 - Economic Vitality
 - Educational Opportunities
- Cultural Asset Mapping
 - Culturally Significant Physical Assets
 - Cultural Heritage and Social Practices
 - Gaps and Opportunities
- Community Engagement
 - Approach, Process, and Methods
 - Audiences, Groups, and Reach
 - Activities
 - Metrics and Documentation
 - Summary of Themes

V. Facility and Site Plan

- Space Programming: List of space elements (e.g. performance spaces, rehearsal rooms, studios, classrooms, galleries, etc.)
- Site Description: Selection, location, access and connections, etc.
- Conceptual Design: Floor plans and diagrams

VI. Programming Plan

- Priority Programming: List of community wishes and needs, signature programs (e.g., annual festivals, quarterly SELA art showcases, weekly music series, summer cultural events), educational programs, etc.
- Equity, Accessibility, and Inclusion: Actionable plans to ensure programming is representative of the SELA community
- Operating Model Typologies: Programming mix, level of activity, revenue generated
- Programming Recommendations

VII. Funding Model

- Overview of Financial Needs: Facility and operational management, space utilization, maintenance (Cleaning, repairs, etc.), activity/attendance and operating costs
- Operating Pro-forma: Projected annual revenue
- Funding Strategy: Revenue streams including grants, ticket sales, facility rentals, public, public-private partnerships, philanthropic, endowments, grants, etc.
- Recommendations for Phased Implementation: Funding community prioritized programming balanced with high revenue generating programs

VIII. Governance and Organizational Structure

- Operating Options: Non-profit, public (Los Angeles County), user-run, commercially-run, public-private partnerships
- Board of Directors: Composition, roles, responsibilities, committee structure, oversight, decision-making, etc.
- Staffing Model: Mix of full-time, part-time, contractual staff, and local artists for specialized classes, dedicated Executive Director, directors for specific programming categories
- Volunteer Management: Recruiting, training, and managing volunteers for events and daily operations

IX. Implementation Strategy

- Goals: Achievable outcomes that implement the vision
- Actions: Specific next steps and timing to achieve each goal
- Performance Metrics: Key Performance Indicators (KPI) to track progress

Potential Appendices

A. Legislation and List of Advisory Panel Members and Participants

B. Detailed Case Study Summaries

- Selection Criteria
- Overview of National Precedents
- Applicability to SELA
- Implications for Operations, Programming, and Governance

C. Community Engagement Documentation (Agendas, Summaries, sign in sheets, etc.)

D. Survey Results

E. Cultural Asset Mapping

F. Equity Assessment

G. Space and Facility Requirements

H. Pro-forma Operating Budget

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