Inner City Arts | 720 Kohler Street Los Angeles, CA 90021

Case Study Research

Summary

Background

- Nonprofit providing access to classes, mentorship, and professional development in creative careers.
- Located near Skid Row, Arts District, and Fashion District, with service to students across LA at-large.
- Founded in 1989 by arts educator Bob Bates and businessman Irwin Jaeger, and a partnership with LA Unified School District (LAUSD).
- Abandoned garage was retrofitted with funding from Mark Taper, Ahmanson, and Weingart Foundations.
- 42,600 sq ft with 8 studios, courtyard, and theater.
- Can accommodate events with up to 1,000 attendees. Annual programming can serve over 4,500 students and 4,300 theater attendees.

Programming

- Inner City Arts (ICA) teaching artists provide weekly visual and performing arts classes to over 4,000 LAUSD K-8 students across 14 LA neighborhoods.
- Teaching artists also host weekend visual, media, and performing arts institutes onsite to over 600 middle and high school students.
- Work of Art college readiness and creative career paid internships for 40, 11-12 grade students.
- Professional Development Institute training for over 150 arts educator, parent, guardian, and community member participants.
- Rosenthal Theater produces public performances and is available for event rentals.

Operations

- Site plan includes dedicated space for support building, resource center, administration building, mechanical services, and waste management.
- Dedicated buildings for ceramics, visual arts, performing arts, and outdoor areas. In total, the facility supports 13 different art disciplines.
- Offsite visitors parking lot across the campus.
- Staffing from 40 full- and part-time staff, volunteers.

Funding (FY 2024-25)

- Total revenue is estimated at $6M, generated from contributions (74%), earned income (20.1%), special events (3.5%), government grants (2.3%), and in-kind contributions (0.1%).
- Contributions from individual donors, monthly giving circle, organizations, government, and foundations.
- Total expenses are estimated at $4M, attributed to program services (79.8%), fundraising (10.2%), and operations and administration (10%).

Summary

Governance	Community Serving Elements
• Student-centered, arts education non-profit serving higher-needs communities across LA . • 16-member Board, with 4 Board Officers and 12 Board Members. • 52-member Founders Board. • President and CEO, Chief Education Officer, and Chief Operating Officer with program specific directors.	• Arts education institution with the mission of removing financial barriers to arts programming, serving higher-needs students, and equipping arts educators across LA classrooms, specifically Title 1 schools. • Youth interns are provided college and creative career mentorship and paid opportunities.

References and Resources

- Inner City Arts Website – History and Mission; Board; Learning and Achieving Through the Arts; Visual, Media, and Performing Arts Institutes; Work of Art; Professional Development Institute; The Rosenthal Theater; Events
- Inner City Arts Executive Summary of Strategic Plan 2023-2028
- Inner City Arts Impact Report 2024-2025
- Inner City Arts Michael Maltzan Architecture 1993-2008
- “New Room to Grow for Inner City Arts,” Los Angeles Times 1993
- “Inner City Arts Empowers Underserved Kids in Los Angeles To Discover Purpose Through Expression,” Huff Post 2017

Los Angeles County Museum of Art (LACMA) | 5905 Wilshire Boulevard Los Angeles, CA 90036

Case Study Research

Summary

Background

- County-owned, nonprofit-operated art campus with rotating museum exhibits and public programming.
- Located in Mid-Wilshire, with existing and proposed satellite campuses across Los Angeles County.
- Established as part of the Los Angeles County Museum of History, Science, and Art in 1910, LACMA built its Mid-Wilshire campus in 1965.
- 20 acre lot with Smidt Welcome Plaza, Broad Contemporary Art Museum, Resnick Pavilion, W.M. Keck Plaza, David Geffen Galleries, Pavilion for Japanese Art, and public outdoor art and space.
  - 220,000 square foot indoor exhibition space.
- LACMA receives 1 million visitors a year.

Programming

- Permanent and rotating exhibits featuring over 155,000 artworks and objects.
- Ticketed and free options for museum entry.
- Ticketed events, including monthly public programs and family programs led by teaching artists.
- Ticketed school and teacher programs.
- Paid art classes, free for seniors over the age of 55.
- Free, seasonal music concerts open to the public.
- Free membership for youth under the age of 17, living in Los Angeles County.
- Free, community workshops hosted at parks and libraries across Los Angeles County.

Operations

- Programmable space including museum exhibit, theater, education spaces, restaurants, cafes, shops, and multipurpose event spaces.
- Support spaces including loading docks, security offices, transit art handling, storage, and offices.
- Onsite, paid parking lot with transit and bike access.
- Staffing includes full-time, part-time, and seasonal employees.

Funding (FY 2024-25)

- Total revenue estimated at $198M, attributed to donor gifts, grants, fundraising, membership fees, admissions, investments, and other activities.
- County operating contract estimated at $35M.
- Total expenses estimated at $98M, attributed to programming activities, salaries, and other costs.

Summary

Governance	Community Serving Elements

• County-owned with nonprofit operating agreement. Museum Associates, dba Los Angeles County Museum of Art manages, operates, and maintains LACMA.
• Governed by Board of Trustees that sets policy and strategic direction. Includes 2 Chairs of the Board, 3 Vice Chairs, 2 Co-Chairs Emeriti, 47 Trustees, and 7 Life Trustees.
• 8 member executive staff team.
• 9 member senior curatorial staff team.
• Climate and Accessibility Guiding Principles.
	• Variety of free programs and events offered to all LA County residents.
	• Dedicated free admissions and programs offered to LA County youth and seniors.
	• Dedicated free programs and events offered at LACMA satellite campuses.
	  • Monthly art workshops at Earvin Magic Johnson Park Community Center in South LA.
	  • Biweekly stories workshops at Lennox Library in South LA.
	  • Bilingual virtual classes available online.
	  • Gallery at Charles White Elementary School in MacArthur Park.

References and Resources

- About LACMA – Mission, History, Building LACMA, Leadership, Land Acknowledgement, Sustainability, and Corporate Governance
- Plan Your Visit at LACMA – Museum Hours, Ticketing, Transportation, Parking, Shopping, Dining, and Exhibits
- The Guide: Education and Public Programs at LACMA
- Music at LACMA
- Community Programs at LACMA
- Campus Map
- Museum Associates dba LACMA Financial Statements FY 2024-25
- "LACMA Celebrates Significant Building Project Milestones" LACMA Unframed, April 2019
- "South Los Angeles Wetlands Park – Termination of Lease with Museum Associates dba LACMA" Board of Recreation and Park Commissioners, September 2024

La Plaza de Cultura y Artes | 501 N. Main Street Los Angeles, CA 90012

Case Study Summary

Summary

Background

- Nonprofit community hub centering Latinx art, music, dance, culinary arts, storytelling, and experiences.
- Located in Downtown Los Angeles, within two historic, renovated buildings acquired by LA County, and programmed by the LA Plaza de Cultural y Artes nonprofit.
  - Main Campus includes a museum, 30,000 sq ft outdoor performance plaza, and edible garden.
  - LA Cocina includes a 2,500 sq ft teaching kitchen and special events space.
- Total of 106,500 sq ft across the 14,100 sq ft LA Cocina and 28,200 sq ft Main Campus.
- Can accommodate up to 134,000 visitors per year, with an outdoor performance space that can accommodate up to 5,000 people per event.

Programming

- Museum featuring permanent and rotating exhibits centering Mexican, Mexican American, and Latinx artists of all ages.
- Education department provides guided school tours and workshops, family workshops, as well as professional development and resources for educators.
- LA Cocina de Gloria Molina teaching kitchen with rentable and programmable event space.
  - Culinary Youth Training Program free, bilingual, workforce development program for youth 16-24.
- Events and performance space rentals.
- Public community workshops and events.

Operations

- Teaching kitchen is equipped with cookware, cooking infrastructure, and A/V system.
- Onsite and offsite parking options, with nearby access to major transit lines.
- Staffing through 20 full-time staff and volunteers

Funding

- Revenue estimated at $5.5M through contributions (79.3%), rental income (17.3%), sales (3.7%), and investments (1.7%).
- Expenses estimated at $6.6M attributed to salaries and wages (28.7%).

Summary

Governance	Community Serving Elements
• LA County owned and nonprofit run • 11-person Board with 4 officers, 6 members, and 1 committee chair • Committee Chair oversees the Eastside Arts Initiative, which is a grant-making program within LA Plaza de Cultura y Arte	• Cultural institution with deep commitment to celebrating and uplifting Mexican, Mexican American, and Latinx culture and experiences. • Free admission to the public. • Free and/or low-cost admission to public events.

References and Resources

- About LA Plaza de Cultura y Artes
- The Restoration of LA Plaza de Cultura y Artes Buildings, Campus, La Cocina de Gloria Molina
- "El Pueblo Cultural and Performing Arts Center Project" CEQA 2004
- Programming – Exhibits, Education, Rentals, Public Programs
- Operations – Parking, Staff, Board of Directors, Financial Statements

Lincoln Center | Lincoln Center Plaza New York, NY 10023

Case Study Research

Summary

Background

- Performing arts campus programmed by 11 resident arts organizations and managed as a nonprofit through Lincoln Center for the Performing Arts, Inc.
- Located in Manhattan, built in 1962 as a performing arts urban renewal project led by the Rockefeller Foundation.
  - Forcibly displaced 7,000 families, 800 businesses, and demolished hundreds of buildings in the San Juan Hill neighborhood.
- 16 acre, multi-building campus with 19 performance venues and 3 outdoor plazas.
- Each venue is differently designed to accommodate various performances and audience capacity, from 100 to 3,788 attendees. See table below.

Programming

- Music, theater, dance, film, and opera performances and programming year-round. See table below.
- 3.8 acres of outdoor, shaded, programmable public plaza space open from 8am-12am.
- Public Welcome Center with exhibits and paid tours.
- Public Lobby with seating, charging, wi-fi, and free performance livestreams.
- Public Atrium with indoor seating and free concerts.
- New York Public Library for the Performing Arts with research materials and reading areas.
- 7 restaurants, including cafes and bars.
- Free, discounted, choose-what-you-pay, and full price ticketed performances.
- Child and family-friendly programming.

Operations

- Accessibility accommodations include accessible entrances, seating, wheelchair loans, Braille materials, assistive listening systems, American Sign Language interpretation, sensory rooms, and relaxed performances.
- Transit access, parking garage, and bike racks.
- Over 600 employees.

Funding

- Total revenue approximates $235M from program services (43.3%), contributions (27.4%), and sales (7.7%).
- Total expenses approximate $232M, mostly attributed to salaries and wages (27.6%).
- Funds from public agencies, foundations, donors.

Summary

Governance	Community Serving Elements
• Non-profit management with independent resident arts organization, Board of Directors, and Executive Leadership Team • 8-person Board and 67-person Directors • 12-person Executive Leadership Team	• Legacies of San Juan Hill project focused on confronting historic forced displacement. • Engagement and collaboration with local artists. • Some performances and programming are offered for free, low-cost, or sliding scale. Many performances and events are designed to be inclusive of all ages and abilities. • Education team working on mentorship and professional development initiatives for artists and creators. • New construction focused on increasing spatial accessibility and welcoming points of entry.

Additional Notes

Table 1. Background – List of Performance Venues and Audience Capacity

Performance Venue Name	Resident Arts Organization	Maximum Attendee Capacity
Alice Tully Hall	Chamber Music Society	1,087
The Appel Room	Jazz at Lincoln Center	467
Claire Tow Theater	Lincoln Center Theater	112
The Clark Studio	Lincoln Center for the Performing Arts	122
David Geffen Hall	New York Philharmonic	2,200
David H. Koch Theater	New York City Ballet	2,544
David Rubenstein Atrium	New York City Ballet	299
Dizzy's Club	Jazz at Lincoln Center	140
Francesca Beale Theater	Film at Lincoln Center	150
Frederick P. Rose Hall	Jazz at Lincoln Center	1,233

Performance Venue Name	Resident Arts Organization	Maximum Attendee Capacity
Howard Gilman Theater	Film at Lincoln Center	90
The Metropolitan Opera House	The Metropolitan Opera	3,788
Mitzi E. Newhouse Theater	Lincoln Center Theater	299
Morse Recital Hall	The Juilliard School	150
Paul Recital Hall	The Juilliard School	275
Peter Jay Sharp Theater	The Juilliard School	915
Stanley H. Kaplan Penthouse	Lincoln Center for the Performing Arts	180
Vivian Beaumont Theater	Lincoln Center Theater	1,100
Walter Reade Theater	Film at Lincoln Center	268

Table 2. Programming – List of Resident Arts Organizations and Programming Overview

Resident Arts Organization Name	Programming Overview
The Chamber Music Society of Lincoln Center	Founded in 1969 to provide chamber music performance, education, and recording/broadcast programming. 150 performances annually through NYC-based performances and worldwide tours. Includes three-season residencies for young chamber musicians, as well as community engagement programs for over 15,000 students and families. Links – Website, Financial Statements
Film at Lincoln Center	Founded in 1969 to present film festivals, film releases, support established and emerging film directors, and sponsors the New York Film Festival. Includes journalism programming, theater rentals, professional development through FLC Academies, and outreach and engagement programming. Links – Website, Ticketing, Facility Details and Rentals
Jazz at Lincoln Center	Founded in 1987 through its summer concert series, and now presents jazz concerts, tours, recordings, and advocacy programming in a 100,000 sq foot facility with three performance spaces with specific acoustics and seating capacity. Links – Website, Impact Reports, Venue Rentals and Information
The Juilliard School	Founded in 1905, and now located at the Lincoln Center as an arts education school with undergraduate and graduate degrees in dance, drama, and music for 800 students presenting 700 performances per year. Includes K12 programming, extension programs, and global partnerships.

Resident Arts Organization Name	Programming Overview
	Links – Website, Application Requirements
Lincoln Center for the Performing Arts	Nonprofit overseeing and managing music, theater, dance, film, and opera programming at the Lincoln Center. Links – Website, Facility
Lincoln Center Theater	Founded in 1985 as a nonprofit theater producing plays and musicals to 300,000 audience members per year. Links – Website
The Metropolitan Opera	Founded in 1883 and joined the Lincoln Center in 1966 to provide a home to singers, conductors, composers, musicians, stage directors, designers, visual artists, choreographers, and dancers. Presents 200 performances to over 750,000 attendees during the season. Includes a radio broadcast series, performance transmissions, and special events. Links – Website, Ticketing, Seating, FAQ, Financial Statements
New York City Ballet	Founded in 1948 as a contemporary ballet dance company. Includes seasonal performances, special events, and public and school based programs. Links – Website, Ticketing, Facility, Education Programs, Financial Statements
New York Philharmonic	Founded in 1842 as a symphony orchestra. Includes concerts in the parks, annual free concert, accessible ticketing programs, young people's concerts, education programming, after-school programming, and global partnerships. Links – Website, Ticketing, Facility
New York Public Library for the Performing Arts	Part of the broader NY Public Library with emphasis on research collections on theater, film, dance, music, and recorded sound. Includes reading rooms, space rentals, and a variety of exhibits. Links – Website, Facility
School of American Ballet	Connected with the New York City Ballet. Includes pre-professional ballet training programs for students 6-18 years old, summer courses for students 10-18 years old, and introductory classes for students 2-5 years old. Links – Website

References and Resources

- Lincoln Center Architectural History

- Lincoln Center Frequently Asked Questions
- Lincoln Center Campus Map
- Lincoln Center Accessibility and Accommodations
- Lincoln Center Kids and Family Programs and Events
- Lincoln Center Board of Directors and Executive Leadership Team
- Lincoln Center Commitment to Ongoing Change
- “A Hand in Urban Design: Rockefeller Foundation Support for Renowned Urbanist Jane Jacobs and New York’s Lincoln Center” Re:Source 2019
- “How Many Employees Work at Lincoln Center?” Revelio Labs 2026
- “Lincoln Center Breaks Ground to Transform Its West Side, Increasing Welcome and Access to Campus” Lincoln Center for the Performing Arts Press Room 2026
- “Lincoln Center for the Performing Arts” ProPublica Nonprofit Explorer 2025

NewFilmmakers Los Angeles (NFMLA) | 1438 N. Gower Street Box 83 Hollywood, CA 90028

Case Study Research

Summary

Background

- Nonprofit focused on uplifting upcoming and independent filmmakers through screening opportunities, workshops, and professional development.
- Founded in Los Angeles in 2007, with programming, services, and resources supporting filmmakers across the world.
- NFMLA does not have its own space, but hosts their monthly film screenings at South Park Center in Downtown Los Angeles.
  - 500 seat theatre with green rooms, backstage, reception areas, and outdoor patio.

Programming

- Monthly film festival featuring short and feature films, panels, and networking opportunities.
- Showcase events featuring documentaries, thematic storytelling, and an awards ceremony.
- Professional development workshops including writer intensives, interview training, and grants.
- Mentorship opportunities for high school and university students as well as community partners.
- Community events such as networking and subsidized film experiences to increase community access to the film industry.

Operations

- 7 full-time staff, and 4 volunteer committee members.
- Primary program is the monthly film festival, held once a month for 12 months per year. In one year, 180 films are showcased.
  - Pricing ranges from $5 single ticket to $100 annual memberships, including a $35 discounted student annual membership.

Funding

- Revenue is estimated at $1.3M and primarily generated through contributions (80.7%), program services (7.3%), sales (6.8%), and investments (5.2%).
- Expenses are estimated at $1M with approximately 83% of expenses going into programs and services.

Summary

Governance	Community Serving Elements
• 6-person Board of Directors. • 17-person Screening Committee.	• Emphasis on supporting, funding, and featuring emerging and independent filmmakers both local to Los Angeles and globally. • Subsidized and discounted opportunities to experience cinematic arts. • Focus on providing professional development and mentorship for up-and-coming filmmakers. • Community events and programs to increase access to film experiences and the film industry.

References and Resources

- NewFilmmakers Los Angeles About Us
- “Meet Larry Laboe of NewFilmmakers Los Angeles” Voyage LA, 2018
- “South Park Center Theatre”
- “NewFilmmakers Los Angeles” ProPublica, 2025
- “Financial Information for NewFilmmakers Los Angeles” Philanthropy.org, 2025

Vidiots | 4884 Eagle Rock Boulevard Los Angeles, CA 90041

Case Study Research

Summary

Background

- Nonprofit theater established to showcase, preserve, and uplift cinematic arts, support independent filmmakers, and increase film access.
- Currently located in Eagle Rock, but originally opened as an alternative video store in 1985. Vidiots became a nonprofit in 2012 and relaunched at The Eagle Theater in 2023.
- Approximately 11,000 sq ft theater with film, community, and educational space.
  - Spaces include Eagle Theater (271 seats, lobby), MUBI Microcinema (36 seats), and Video Store.
- Theater and store are open 7 days a week.

Programming

- Daily ticketed movie screenings.
- Public video rental store, $3/rental for 5 days (non-member) and $2/rental for 7 days (member).
- Year round, free screenings and community events.
- Movie Den teen film screenings, $2/ticket and Teen Tix partner, $5/ticket.
- Public school field trips.
- Monthly Rough Cuts screenings featuring independent filmmakers.
- VHS Preservation Initiative.
- Full or partial venue rentals starting at $700 (MUBI Microcinema) and $5,000 (The Eagle Theater). Discounts for mission-aligned organizations.

Operations

- Theater includes lobby and concessions stand.
- The Eagle Theater is equipped for 35mm and DCP projection with A/V. MUBI Microcinema is equipped for 16mm and DCP projection with A/V.
- Theaters and all spaces are ADA accessible.
- Restrooms are gender-neutral.
- Offsite parking lot, street parking options.
- 6 full-time staff.

Funding

- Revenue is estimated at $3.7M through program services (63.5%), contributions (31.7%), and sales (47.7%).
- Expenses are estimated at $2.7M primarily attributed to salaries and wages (47.7%).
- Individual donors, corporate sponsors, community partners, and individual memberships.

Summary

Governance	Community Serving Elements
• 7-person Board of Directors. • 39-person Advisory Council.	• Screenings, tickets, and community programs are made accessible at free and/or reduced cost. • Emerging and independent filmmakers may screen rough cuts for free. • Nonprofits with aligned missions and values may rent the space for a discounted rate. • Provides film and theater experience access to youth at free and/or reduced cost.

References and Resources

- Vidiots Website – About Us, History and Mission, Video Store, Event Rentals, Community Programs and Initiatives, FAQ, General Information, Ticketing and Admission Policies, Memberships, Accessibility, Parking
- "Vidiots Foundation Financial Statements" ProPublica 2024
- "Independent Movie Theaters Are Thriving, New Survey Shows" Los Angeles Magazine 2026
- "Moviegoers Love Their Local Indie Theaters, With New Survey Showing a Boom in Younger Audiences" Variety 2026

Youth Cinema Project @ Latino Film Institute

Case Study Research

Summary

Background

- Nonprofit focused on providing mentorship and film-based skills development for students and youth through in-school partnerships.
- Latino Film Institute program founded in 2013.
- Culminates with screening at TCL Chinese Theatre.
- Does not have dedicated space, but takes place across 58 schools representing 24 districts across Los Angeles and California.
- Program reaches over 1,500 students to create approximately 250 student films per academic school year.

Programming

- Youth Cinema Project (YCP) Signature is a school-based program connecting mentors with students to create a short film. Students meet twice a week for 90 minutes throughout the academic year.
- YCP Afterschool is an enrichment program connecting mentors with students to create short-form content. Students meet twice a week for 90 minutes throughout the academic year.
- YCP Summer is a day camp connecting mentors with students to create short-form content. Students meet 20 days for 4 hours through the summer.
- YCP CTE Film Production Pathway is a sequence course and capstone connecting mentors with students to build a college and career portfolio.

Operations

- All in-school programs are within Title I schools.
- 15 full-time staff, including 2 executives and 2 directors, partnering with 35 teachers and 60 filmmaker mentors.

Funding

- 2024 revenue estimated at $7.3M due to program services (74.5%) and contributions (25%).
- 2024 expenses estimated at $6.4M, primarily due to program services (81%).

Summary

Governance	Community Serving Elements
• 7-person Board of Directors	• Increases access to cinematic arts and film-based careers with a focus on communities, schools, and students who are underrepresented in the film industry. • Curriculum focuses on social emotional empowerment to support health and wellness. • Balances traditional technical skill building with creating space for all types of storytelling.

References and Resources

- Latino Film Institute – About Us
- Latino Film Institute – Youth Cinema Project
- Youth Cinema Project – About Us
- Youth Cinema Project – Programs
- Youth Cinema Project Social Media
- “Latino Film Institute Youth Cinema Project” ProPublica 2024
- “Latino Film Institute Youth Cinema Project” Philanthropy.org 2024