SELA

CULTURAL CENTER

ADVISORY PANEL

Regular Meeting of the Southeast Los Angeles Cultural Center Advisory Panel

Thursday, October 22, 2026

Rivers and Mountains Conservancy • California Department of Parks and Recreation • County of Los Angeles

Land Acknowledgement

The County of Los Angeles and the SELA Panel recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash Peoples. We honor and pay respect to their elders and descendants – past, present, and emerging – as they continue their stewardship of these lands and waters.

We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma. This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County

We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including (in no particular order) the

Fernandeño Tataviam Band of Mission Indians
Gabrielino Tongva Indians of California Tribal Council
Gabrieleno/Tongva San Gabriel Band of Mission Indians
Gabrieleño Band of Mission Indians – Kizh Nation
San Manuel Band of Mission Indians
San Fernando Band of Mission Indians

We know that a land acknowledgement on its own is not enough, and consider this to be just a first step in our shared commitment to learning from and with the First Peoples of Los Angeles County, and ensuring that it is followed up by actions we take as a Panel.

Additional information for the LA County Land Acknowledgement
https://lacounty.gov/government/about-la-county/land-acknowledgment/

Lookahead

Meeting Schedule

	2026			2027		
	October 22	**November**	**December 3**	**January 14**	**February 11**	**March 11**
Panel Meeting	Advisory Panel Meeting		Advisory Panel Meeting	Advisory Panel Meeting	Advisory Panel Meeting	Advisory Panel Meeting
Topics	• Case Study and Site Visit Research • Operating Models - Governance • Introduction to Policy Recommendations	**No Meeting (Review Policy Recommendations)**	• Policy Recommendations • Space Plan	• Policy Recommendations • Needs Assessment • Funding • Phasing	• Implementation Strategy	• Final Operations Plan
Outcomes/ Products	Operating Model — Governance		Policies/Organization Funding Governance Partnerships	Operations Plan v 1.0	Operations Plan v 2.0	**Final Operations Plan**

Site Visit Research

The Latino Theater Company at The Los Angeles Theatre Center | 514 S. Spring St. Los Angeles, CA 90013

Site Visit: May 21, 2026

Summary

Background

- Located in Downtown LA, and owned by the City of Los Angeles
  - Previously managed by City of LA Cultural Affairs
- Latino Theater Company (LTC) holds 50-year, $1 per year lease
- LTC does not receive funding from the City of LA
- Mid-size theater performance space
- 84,000 sq ft
- 80,000 attendance/year
- Participation in national and regional initiatives

Programming

- Theater performances and special events
- Imaginistas - Playwrights commissioned to write social justice plays the LATC produces
- 9 week after school skill training hosted three times per year (set building, etc.)
- Educational programs – summer conservatory
- Provide grants to other organizations and artists
- Social prescription pilot program with 500 participants, in collaboration with Alta Med and LA Care
- Designed to hold multiple performances at the same time, and is also used as an incubator and shared co-working space for other organizations

Operations

- 5 Theater spaces ranging from 99 – 500 seats
- Rehearsal spaces
- Dressing rooms, bathroom, showers
- Wardrobe room
- Scene and prop shop
- Office, administrative, conference spaces
- 250 employees including full- and part-time

Funding

- Philanthropic and individual donors
- Government agency funding
- Events do not generate revenue, as programming and performances are to be free for the community

Summary

Governance	Community Serving Elements
• Non-profit organization • Board of Directors – 5 Board Members, 6 Board of Directors, 6 Board of Governors • Board member contributions • Non-profit by-laws • 5-year Succession plan includes cohort of 17 new and emerging professionals to lead the organization • Many of the professionals already work within LTC and are cross-trained in various departments • Executive Director • Staff and leadership have strong fundraising skills	• The site is one of the few spaces of its scale to showcase multicultural plays • The site is a cultural institution that serves the Los Angels community • Performances are all LA centered • Community college impact program provides 2 tickets per performance to students • LTC productions at community colleges with students who receive a stipend • $10 Thursday performances • Music performances prior to theater productions initiate community building experience • Audiences are diverse in age, identity, cultural background, etc. which is representative of the mission statement and diverse storytelling

Panel Takeaways

- Programming
  - Consistently aligned with the organization's mission, to inclusively serve diverse communities
  - Supported through generational leadership who has deep roots in the communities being served
  - Career pathways support an emerging and diverse workforce
  - Balances being deeply rooted in community and growing in regional, national impact
- Operations
  - Succession planning includes internal hiring practices and other community-serving policies
  - Staff are cross-trained across departments as a way to cultivate leadership skills
  - Space allows for multiple programs to happen simultaneously, and provides co-working opportunities for other local artists and smaller organizations who might not have their own dedicated space

Plaza de la Raza | 3540 N Mission Rd. Los Angeles, CA 90031

Site Visit: June 25, 2026

Summary

Background

- Located in Lincoln Park in Lincoln Heights, created in response to grassroots organizing
- Lease from City of LA, in coordination with LA Recreation and Parks Department
  - Plaza de la Raza (Plaza) does not receive funding from the City of LA
- Spaces include Boat House, Music Building, 200-seat Theater, Courtyard, and Onsite Parking
- 21,000 sq ft
- Accommodates events with up to 5,000 attendees

Programming

- Rentals for special events and gatherings
- Four annual, public festivals with vendors
- Free and/or subsidized classes for local children
- Internships and apprenticeships
- Theater performances, artist exhibits
- Grant-writing and fiscal sponsorship support for local artists and independent groups
- 15 artist residencies, with service trading opportunities (e.g. venue space in exchange for programming)

Operations

- Boat House with gallery and exhibit space
- Music Building with dance and music rehearsal space, including modular walls to adjust room size
- Storage space for costumes and instruments
- Theater with performance space, available for rental
- Outdoor courtyard, adaptable to a variety of events
- Onsite parking lot, with an agreement to use overflow parking at neighboring CA DMV
- Staffing through 5 full time and 60 part time employees, including teaching artists, interns, and volunteer parents

Funding

- Facility rentals (~65%)
- Class registration fees (~25%)
- Contributed revenue, grants, fundraising, corporate and individual donations
- State funding for capital improvements
  - Plaza currently undergoing construction maintenance for facility improvements

Summary

Governance	Community Serving Elements
• Non-profit, community-serving cultural center • 12-person Board with representatives across fields and sectors, primarily focused on fundraising • Executive Director with decision-making power • Many Plaza staff and leadership started as students, interns, etc. (generational impact)	• Cultural institution and treasure with deep roots in East Los Angeles, and allies within the community, corporate, and political spaces • All programming, events, and services must tie back to the mission of creating safe spaces for the surrounding community • Facility rentals are offered at a sliding scale and discounted rates for local families and partners • Arts education programming and classes are free for local children • Emphasis on the community's health, wellbeing, and safety (programming may shift to respond to emerging needs, e.g. COVID-19) • Provides work and mentorship opportunities for local youth and staff seeking professions and careers in the arts and arts administration

Panel Takeaways

- Programming
  - Artists have a sense of ownership over the classes and exhibits, and are deeply engaged in programming
  - Artists can exchange teaching hours or other services in exchange for space
  - Rental program separate from arts programming, balancing revenue with community-centered fee structure
- Operations
  - Campus had integrated outdoor and indoor spaces, and was expansive enough to host multiple disciplines
  - Onsite parking availability and partnerships with neighboring buildings
  - Flexible storage options built into the space, such as storage behind dance building mirrors
  - Creative staffing structure with different tiers and levels of employment (full-time, part-time, interns, volunteers)
  - Board is strictly responsible for fundraising while Executive Director oversees programming
  - Sustainable maintenance budget to support building improvements, technology upgrades, etc. over time

Angels Gate Cultural Center | 3601 S. Gaffey Street San Pedro, CA 90731

Site Visit: July 13, 2026

Summary

Background

- Located in San Pedro, created in response to desire for art studio and gathering space
- Sited in historic army barracks in Angels Gate Park, with a lease from City of LA and in coordination with LA Recreation and Parks Department
  - Angels Gate Cultural Center (AGCC) does not receive funding from the City of LA
- Neighbors include federal, LA Unified School District, City park and pool, and 8 nonprofits
- Spaces include Gallery, 50 artist studios across 11 buildings, Native Sacred Space, yard, and Parking
- 3,000 sq ft gallery, 50 studios from 150-1,000 sq ft
- Can accommodate events with up to 3,000 attendees

Programming

- Contemporary arts gallery with rotating exhibits featuring local and regional artists
- 50 studio artists who rent space at below-market costs ($150-$1,000 per month) and can also teach classes or workshops
- Arts education, both onsite and in-classroom
- Teen mural program
- School field trips
- Rentals and logistics supports for events, such as Sound Pedro and Many Winters Gathering of Elders
- Rentals for onsite filming

Operations

- Gallery includes front desk and conference room
- Two primary workshops for ceramics and printmaking, with ability to rent equipment
- Working on increasing ADA accessibility
- Onsite parking options, working on paving
- Staffing through full time employees, studio and teaching artists, and event volunteers

Funding

- Artist and community rentals (~60%)
- Filming rentals (contributes to beautification)
- Foundation and philanthropy generated income

Summary

Governance	Community Serving Elements
• Non-profit, community and artist-serving center • 7-person Board • Executive Director overseeing operations	• Cultural institution with deep roots in San Pedro's community and local arts advocacy • Studio artists are provided mentorship and given opportunities for earned income • Deep collaboration and partnership with Native communities, providing dedicated timeslots and space for their use • Arts education programming aims to increase arts and culture equity across LAUSD schools • Provides work experience and exhibit space for local youth and early artists seeking professions in the arts

Panel Takeaways

- Programming
  - Artists studios can be used for local artists to create art that can then be sold elsewhere (artist income-generation)
  - Teaching artists can determine curriculum and set fee structure, with AGCC organizational-guidance
  - Teen mural program provides dedicated youth programming and communicates art can be for everyone
  - Meaningful relationships, partnerships, and event support for local tribes
- Operations
  - Emphasis on artist studio spaces to serve emerging and established artists, support their professional development, and facilitate artist relationship building and collaboration
  - Diverse revenue stream, including arts classes fees, rentals, onsite filming, and fundraising
  - Leasing agreement with the City can be challenging to navigate, especially related to operations and maintenance

The Music Center | 135 N Grand Ave. Los Angeles, CA 90012

Site Visit: July 13, 2026

Summary

Background

- Located in Downtown LA, created in response to desire for a LA Philharmonic home
- 5 resident companies and 7 facility spaces
  - The Music Center (TMC) receives operations and maintenance funding from the County and programmatic funding from nonprofit residencies' fundraising and revenue
  - Ahmanson Theater (2,103 attendees), Dorothy Chandler Pavilion (3,156 attendees), Mark Taper Forum (738 attendees), and Walt Disney Concert Hall (2,254 attendees)
- 22-acre campus, with 12-acre park
- 35,000 sq ft outdoor Jerry Moss Plaza

Programming

- Programmed by TMC Arts, and operated by TMC Operations, TMC Business Services
- Center Theatre Group, Master Chorale, LA Opera, and LA Philharmonic programs performing arts across facilities
- Flexible, public programming at Jerry Moss Plaza and Gloria Molina Grand Park
- Third party vendors and event rentals

Operations

- TMC Operations oversees staffing, maintenance, security, first aid, custodial services, and ushers
- Performing arts buildings can also be rented
- Public, programmable outdoor plaza, with media arts and public amenities
- Onsite parking garage is overseen by the County
- Hundreds of staff to support administration, operations, fundraising, programming, and more.

Funding

- Operations (~$40M from the County)
- Programming (~$400-500M through fundraising, ticket sales, and third party vendors)
- County contract dictates what is funded
- Grand Park contract allows for budget to rollover as long as the funding is used for relevant programming.
- Ticketing fees help support building repairs, maintenance, and replacement.

Summary

Governance	Community Serving Elements
• 4 Non-profit residencies with CEOs executing TMC Contract and overseeing all arts programming • 45-person Board in charge of fundraising, hiring and firing CEO, as well as setting mission and vision • 7-person Executive Leadership Team representing operations, finance, advancement, people and culture, arts programming, and marketing	• Plaza is completely open to the public, including amenities such as shade, water, seating, and restrooms • Annual public events in the Plaza and Park

Panel Takeaways

- Programming
    - Banquet spaces, including in-house catering access, are a key revenue generator
    - Performing arts programming can co-exist with rentals programming due to strong centralized communication and scheduling tools
- Operations
    - Spaces and seating options should be flexible, and include dedicated room for storage and administrative offices
    - Indoor and outdoor space integration can help design more creative programming
    - Outdoor plaza is dedicated to public programming and amenities including restaurant, restrooms, seating, lighting
    - Power and utilities infrastructure was planned at the forefront, which streamlines event set-up
    - Specifically name requests when co-creating the County lease agreement, language must be plain, clear, and all-inclusive of needs.
    - Support staff wellbeing through access to restrooms, lactation rooms, rest areas, and affordable meal access

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

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

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

Operations Models

SELA CULTURAL CENTER
ADVISORY PANEL

Operating Model Worksheet

Draft

October 22, 2026

Governance Model	Property Ownership	Operations & Maintenance	Programming	Partnership Agreement/Roles	Case Study Examples
Public Partnership • Public ownership with non-profit operating agreement	Public land	• Public agency funded • Non-profit managed	• Non-profit operated	• Non-profit manages resident companies • Non-profit manages third party programming • Infrastructure supported by public agency • Board of Directors o Lead fundraising o Hire/fire CEO o Set Mission and Vision • Executive Leadership o Operations and finance o Advancement o People and culture o Programming and marketing	• The Music Center

Governance Model	Property Ownership	Operations & Maintenance	Programming	Partnership Agreement/Roles	Case Study Examples

Public Partnership
• Public ownership with non-profit operating agreement
	Public land	• Non-profit funded
		• Non-profit managed
			• Non-profit operated	• Non-profit manages programming
				• Board of Trustees
				  ○ Lead fundraising
				  ○ Major capital support
				  ○ Major gift and development support
				  ○ Hire and overseas CEO
					• Los Angeles County Museum of Art (LACMA)

Non-Profit Led
• Non-profit operated
• Property lease agreement
	Public land	• Non-profit funded
		• Non-profit managed
			• Non-profit operated	• Non-profit manages all programming
				  ○ Non-profit led programming
				  ○ Resident artists
				  ○ Third party/vendor programming
				• Board of Directors
				  ○ Fundraising role
				• Executive Director
				  ○ Decision making power
				  ○ Manages operations
					• Angels Gate Cultural Center
					• Plaza de La Raza
					• The Latino Theater Company

Operation Models

Which operation models should be considered?

SELA

CULTURAL CENTER

ADVISORY PANEL

Regular Meeting of the Southeast Los Angeles Cultural Center Advisory Panel

Thursday, October 22, 2026

Rivers and Mountains Conservancy • California Department of Parks and Recreation • County of Los Angeles

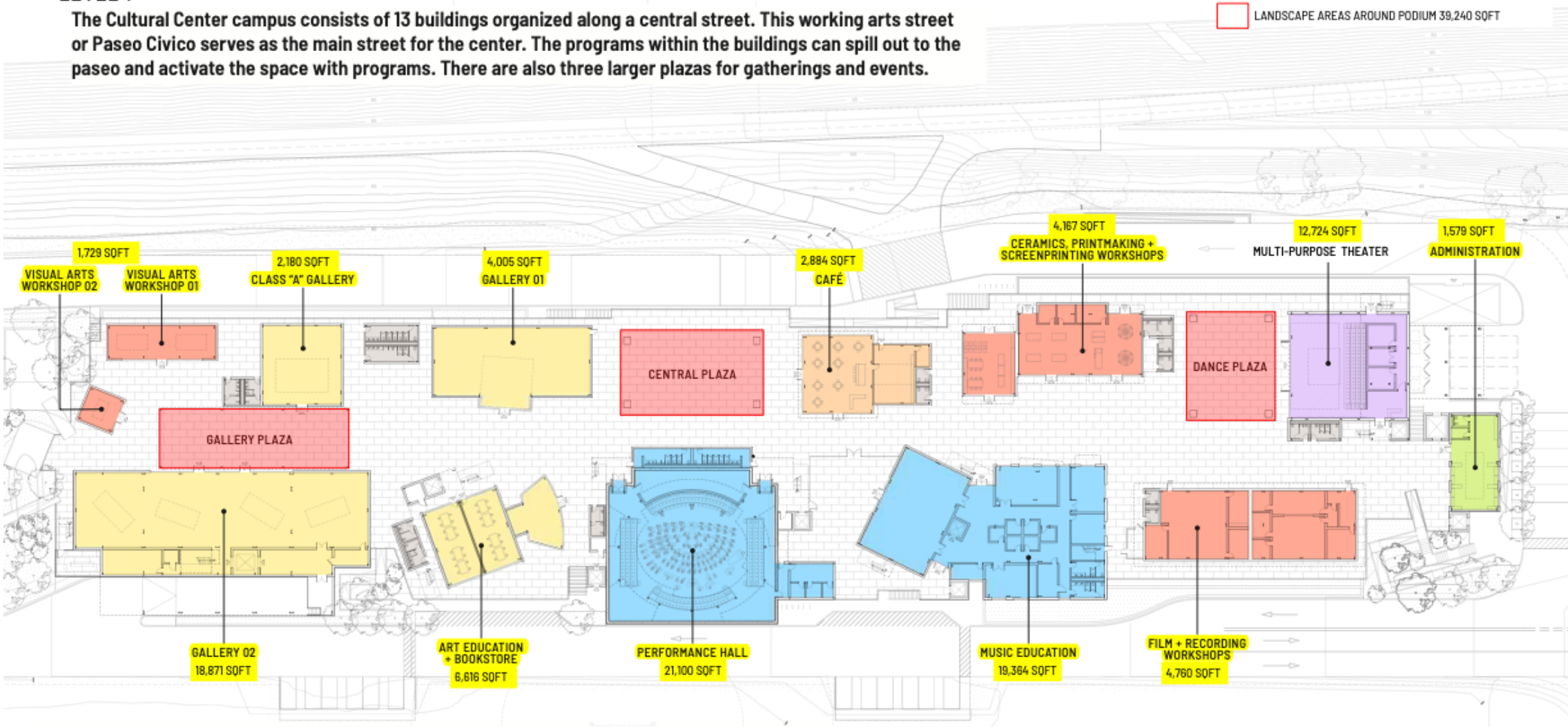
SELA CULTURAL CENTER

FLOOR PLAN

LEVEL 1

The Cultural Center campus consists of 13 buildings organized along a central street. This working arts street or Paseo Civico serves as the main street for the center. The programs within the buildings can spill out to the paseo and activate the space with programs. There are also three larger plazas for gatherings and events.

- COVERED PLAZAS 10,454 SQFT
- UNCOVERED PLAZAS 46,616 SQFT
- SOUTH GARDENS (NOT ON PLAN) 21,742 SQFT
- LANDSCAPE AREAS AROUND PODIUM 39,240 SQFT



LEGEND

- ADMINISTRATION
- SITE AMENITY
- MUSIC
- VISUAL ARTS
- DANCE
- WORKSHOP
- LANDSCAPE
- PARKING / ACCESS ROAD

SELA CULTURAL CENTER
ADVISORY PANEL

Policy Recommendations

Draft

October 2026

Introduction

These Policy Recommendations build upon the SELA Cultural Center's approved mission and vision statements by proposing potential recommendations that help implement the Cultural Center's values and priorities. In the following tables, each guiding principle is further organized into draft recommendations that reflect artist and community feedback, site visit and case study takeaways, discussed operating model typologies, and Advisory Panel recommendations received to date. Each recommendation can be further assigned to a partner(s).

Mission Statement

The SELA Cultural Center is a multi-disciplinary arts and culture campus dedicated to uplifting and connecting arts and culture access by expanding arts education, building opportunities for local artists, and activating vibrant third spaces where all ages, abilities, and backgrounds belong.

Vision Statement

The SELA Cultural Center is a safe community that values, respects, and supports human differences and diverse perspectives. Arts and culture are a fundamental human right and have the power to heal, uplift, and feed the heart and soul of the community. We are committed to SELA being a vibrant cultural region, sustained by its people, enriched by its creativity, and connected through arts, culture, education, and community. We center the needs and hopes of the community, and our path forward is led by the people who call SELA home.

Guiding Principle A. Honor and Celebrate the Region's Vibrance and Diversity

Acknowledge and integrate the history, creative practices, and cultural heritage of the SELA region, communities, and tribes, as well as the LA River water, landscape, and ecosystem as a means of honoring SELA's holistic identities and celebrating community pride. Art and culture are critical aspects of individual and shared identity, and contribute to personal and collective healing, belonging, joy, and resilience. The Cultural Center's environments should be reflective of and uplift this through design, engagement, education, and exploration.

Recommendations		Partners
Recommendation 1. Reflect SELA's history, heritage, and natural ecosystem through architectural design and landscaping.		
A1.1	Incorporate and maintain artwork such as murals, sculptures, multimedia installations, photos, etc. throughout the space that commemorate SELA's history, communities, and identities.	
A1.2	Hire and commission local artists to operationalize A1.1.	
A1.3	Highlight the relationship with and proximity to the LA River through design and activations, such as river and bike path public access points, vistas, visual artworks, etc.	
A1.4	Incorporate landscaping that includes native vegetation, supports existing wildlife and habitats, and maintains climate resilience, such as incorporating mature trees for shade coverage during extreme heat.	
A1.5	Partner with local tribal communities to steward the land with care and in deference to Indigenous knowledge and traditions.	
Recommendation 2. Invest in programming that is culturally diverse, supports holistic wellbeing, and represents SELA's needs and interests.		
A2.1	Dedicate programming and space to support local tribes and Indigenous practices, ceremonies, events, etc. **Case Study Reference – Angels Gate Cultural Center Sacred Space and Many Winters Gathering of Elders	

	Recommendations	Partners
A2.2	Collaborate with local organizations and/or regional partners to host cultural festivities, traditions, and events that are open to the public and are inclusive of all cultural backgrounds and identities. **Community Example – Latinas Art Foundation Xantolo and La Vaquereada annual events	
A2.3	Consider global arts-exchange programs that connect local and international artists and leaders to share cultural education, resources, art, etc., which can both support local artists and increase cultural learning and exploration opportunities for community members.	
A2.4	Support and/or sponsor youth and senior field trips to other cultural institutions across the Los Angeles region.	
A2.5	Partner with local organizations, SELA city departments, and County agencies to provide physical, mental, and emotional wellbeing programs, resources, and services. These can be relevant to arts and culture, and inclusive of other needs such as technology classes, financial literacy, immigration resources, legal aid services, food drives, etc.	

Guiding Principle B. Design and Activate Memorable and Vibrant Spaces

Bring people together in thoughtfully-designed spaces that meet diverse needs, host third spaces, and offer unique experiences. Arts and culture can flourish in environments that are accommodating, inspiring, and collaborative. The Cultural Center as a whole and in its components should be in service of the people who use it.

Recommendations		Partners
Recommendation 1. Integrate indoor and outdoor spaces that can be used for SELA residents, families, and organizations to rest, gather, play, work, and create.		
B1.1	Establish a facility rental policy that prioritizes SELA residents, families, nonprofits, and organizations to utilize event spaces for celebrations, family gatherings (weddings, quinceañeras, cultural events), etc. at affordable rates. **Case Study Reference – Plaza de la Raza community facility rental program	
B1.2	Equip rentable event spaces with electrical infrastructure, A/V system, tables, chairs, kitchen access, waste management system, etc.	
B1.3	Incorporate public spaces that can be organically used for informal gatherings, rest, free events, etc. **Case Study Reference – The Music Center Jerry Moss Plaza and LACMA Jazz Nights	
B1.4	Equip public spaces with shade, cooling amenities, accessible and adequate seating, accessible walkways, etc.	
Recommendation 2. Maintain adaptability, flexibility, and modularity across each facility to accommodate a variety of artistic disciplines.		
B2.1	*Performing Arts* – Equip with flexible seating options to accommodate different audience capacities. **Case Study Reference – Latino Theater Company, The Music Center, The Lincoln Center	

Recommendations		Partners
B2.2	*Performing Arts* – Include dedicated storage and support space, such as dressing rooms. **Case Study Reference – Latino Theater Company, The Music Center, The Lincoln Center	
B2.3	*Performing Arts* – Consider lighting, A/V and projection systems, livestreaming capacity, or other technological needs to support a variety of art disciplines, including cinematic and media arts. **Case Study Reference – Latino Theater Company, The Music Center, The Lincoln Center	
B2.4	*Classrooms* – Equip with modular furniture, security systems, storage, sinks, and specialized equipment for specific disciplines, such as ceramics kiln or sewing machines. **Case Study Reference – Angels Gate Cultural Center	
B2.5	*Classrooms* – Consider how classrooms can be multifunctional, as rentable studio space, workshops, exhibit display space, and/or teaching classrooms. **Case Study Reference – Angels Gate Cultural Center	
B2.6	*Outdoors* – Equip with shade structures including trees and greenery, water refill stations, flexible seating options, amplified sound system, and electrical infrastructure.	
B2.7	*Outdoors* – Design outdoor spaces for performing arts such as music and dance.	
Recommendation 3. Activate the Cultural Center's spaces through value-aligned collaborations and partnerships.		
B3.1	Hire local artists and arts organizations to co-host workshops, events, performances, etc.	

Recommendations		Partners
B3.2	Collaborate with local jurisdictions to co-host resource fairs and community events.	
B3.3	Explore regional, statewide, national, or international collaborations with mission-aligned organizations to co-host events or performances. **Case Study Reference – Latino Theater Company **Community Example – LA Phil Neighborhood Concert	

Guiding Principle C. Foster and Cultivate Inclusion and Belonging
Deepen a sense of inclusivity and belonging through connection, togetherness, and shared creation. Art and culture are an essential and transformative part of daily life, meant for everyone. Be deliberate in welcoming, including, and representing all ages, abilities, backgrounds, identities, and artistic interests while collaborating with existing entities.

Recommendations		Partners
Recommendation 1. Prioritize a warm, welcoming, and safe environment that can be easily accessible by all.		
C1.1	Ensure all pathways, entrances, indoor rooms, and outdoor spaces are ADA accessible and accommodate all mobility needs.	
C1.2	Ensure any written text on signage, wayfinding, labels, etc. are linguistically-diverse and wherever possible, incorporate Braille and American Sign Language interpretation services.	
C1.3	Provide gender-inclusive restrooms.	
C1.4	Incorporate support spaces that care for a variety of abilities and needs, such as sensory rooms, parent waiting rooms or pick-up areas, lactation rooms, etc. **Case Study Reference – The Music Center, The Lincoln Center	
C1.5	Incorporate lighting across all facilities to ensure visibility during evening programs and events.	
C1.6	Utilize community-led safety design and practices over traditional forms of policing or hostile architecture to ensure security. Maintain an environment of safety that is inclusive of all community members and members of the public.	
Recommendation 2. Affirm that all forms of arts and culture programming, resources, and services have a place at the Cultural Center.		

Recommendations		Partners
C2.1	Balance family-friendly programs and events with those that are age-specific, such as toddler painting classes, teen drawing classes, senior dance events, etc.	
C2.2	Hire artists of all disciplines and mediums to host classes, workshop series, exhibits, performances, or events. Refer also to Guiding Principle B, Recommendation 2.	
C2.3	Provide opportunities and space for diverse cultural organizations and groups to host classes, workshop series, exhibits, performances, or events. Refer also to Guiding Principle A, Recommendation 2.	
C2.4	Survey local artists and residents periodically to determine if additional programs, events, resources, and services are needed or desired. Use community feedback to inform programming.	

Guiding Principle D. Empower and Uplift Local Artist Organizations and Cultural Leaders
Provide local artists, creators, and cultural leaders with opportunities to incubate new ideas, learn and develop creative skills, and connect with industry partners. There is already a robust and thriving arts and culture infrastructure across SELA that the Cultural Center can support through collaborative opportunities and access to resources.

Recommendations		Partners
Recommendation 1. Offer resources and programming opportunities that support local artists' professional development.		
D1.1	Outreach to and maintain engagement with the local arts and culture community to understand current and future needs.	
D1.2	Offer mentorships, skill-building courses, paid internships, etc. to students, youth, early professionals, etc. seeking a career in the creative industry. **Case Study Reference – Angels Gate Cultural Center, Plaza de la Raza	
D1.3	Provide year-round training or workshop opportunities related to arts administration, legal contracts, billing, etc. to emerging and independent artists. **Case Study Reference – Angels Gate Cultural Center	
D1.4	Develop partnerships with government agencies, philanthropic institutions, local colleges and universities, industry partners, trade schools, etc. that can support and supplement professional development programming at the Cultural Center.	
Recommendation 2. Establish spaces that are dedicated to supporting local artists and organizations.		
D2.1	Dedicate affordable, rentable studio spaces that local artists and arts organizations can use to work, teach, exhibit, etc. Ensure spaces are adaptable to a variety of disciplines. Refer also to Recommendation B2.2.	

Recommendations		Partners
	**Case Study Reference – Angels Gate Cultural Center	
D2.2	Provide accessible vending, catering, and pop-up opportunities for local artists, cafés, restaurants, and businesses to participate and generate income at the Cultural Center, both year-round and during special events.	
D2.3	Compile and maintain a list of local artists, cafés, restaurants, and businesses as approved vendors to work at, staff events, etc. at the Cultural Center.	
D2.4	Establish equitable decision-making policies and processes to ensure fair and inclusive access to rentable work space, vending booths, etc.	

Guiding Principle E. Center and Support the Existing Community and Cultural Infrastructure
Invest in SELA residents, families, artists, and community members through all aspects of programming and operations. Balance new opportunities with benefits that prioritize, commit, and respond to community needs and values now and into the future.

Recommendations		Partners
Recommendation 1. Ensure programming, resources, and services consistently represent the SELA community's interests and needs.		
E1.1	Outreach to and maintain engagement with SELA residents and families to learn what programming and events are needed and desired. Provide frequent, multiple, and meaningful opportunities for feedback.	
E1.2	Ensure programming and event scheduling accommodates a variety of work schedules, parent schedules, school schedules, etc.	
E1.3	Partner with local jurisdictions to co-host resource fairs and services that align with community needs. Refer also to Recommendations A2.5 and B3.2.	
E1.4	Invest in services that support access to the Cultural Center such as shuttle services, free and/or discounted parking, bike racks, workshop scholarships, free events, etc. to limit barriers to participation.	
Recommendation 2. Establish administrative and governance policies and practices that uplift community values and leadership.		
E2.1	Prioritize SELA community leaders, residents, youth, artists, and local tribal representatives on any Board of Directors, advisory councils, etc.	
E2.2	Incorporate local and targeted hiring policies to prioritize SELA community members and artists to staff all levels and categories of employment.	
E2.3	Institute fair wages and holistic benefits packages for staff at all levels and categories of employment.	

Recommendations		Partners
E2.4	Build all policies around the shared vision and mission statements, including but not limited to facility rental agreements, event policies, teaching positions, studio rental agreements, performance policies, etc. **Case Study Reference – Plaza de la Raza, Latino Theater Company	
E2.5	Establish a succession planning policy that ensures the shared vision, mission, and values are sustained for the long-term, even as community needs evolve over time. **Case Study Reference – Latino Theater Company	
Recommendation 3. Balance revenue generating uses for long-term financial sustainability with affordable access to the Cultural Center.		
E3.1	Explore revenue generating uses that can be applied at the Cultural Center such as facility rentals, advertising, ticketing, parking fees, etc.	
E3.2	Explore additional financial models that increase affordable access to the Cultural Center, including but not limited to free programs and events, community-based discount rates, youth and senior discount rates, pay-as-you-can scales, etc.	
E3.3	Establish a working relationship with the County to co-create a sustainable operations and maintenance budget.	
E3.4	Determine and define the Board and executive leadership's role in revenue generation and fundraising. **Case Study Reference – Plaza de la Raza, Latino Theater Company	
E3.4	Pursue relevant grants at the local, regional, state, and federal level.	
E3.5	Develop a base of and relationships with mission and values-aligned philanthropic institutions, industry partners, corporate partners, etc.	

Recommendations		Partners
E3.6	Develop a system to foster and support relationships with individual, organizational, and corporate donors.	