Quality and Productivity Commission
34ᵗʰ Annual Productivity and Quality Awards Program
"Leading with Excellence"

2021 APPLICATION

Title of Project (Limited to <u>50 characters</u>, including spaces, using Arial 12-point font):
NAME OF PROJECT: HOW TO USE DATA WHEN REOPENING

DATE OF IMPLEMENTATION/ADOPTION: <u>DECEMBER 15, 2020</u>
(Must have been **fully** implemented **for a minimum of** at least one year - on or before July 1, 2020)

☒ **CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE *COVID-19 IMPACT AWARD* ONLY.** (Projects must be implemented on or before December 31, 2020. **Note**: Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: _____ Ongoing   X One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?   _____ Yes   X No

EXECUTIVE SUMMARY: Describe the project in <u>15 lines or less using Arial 12 point font</u>. State clearly and concisely what difference the project has made.

1 The Audience Outlook Monitor (AOM) was designed to provide data to help LA County
2 arts nonprofits, artists, and arts funders plan for reopening after COVID-19 closures.
3 The Department of Arts & Culture (Arts & Culture) partnered with consulting firm
4 WolfBrown to work with LA County arts grantees to collect data from audiences and
5 program participants to understand their needs and concerns about returning to arts
6 events. Quantitative data was collected via three waves of a survey. We trained people
7 to conduct qualitative interviews with their audiences and program participants. In
8 addition, Arts & Culture staff conducted a review of literature published on the impact of
9 COVID-19 on the arts. Quantitative and qualitative data were analyzed as well as
10 findings from the literature. Findings were presented to the arts and culture community
11 through a series of webinars and publications. Arts & Culture published a zine called
12 HOW TO USE DATA WHEN REOPENING to share what was learned with easy steps
13 for how to apply it. This zine has been shared widely on social media by organizations
14 from the LA Artist Census to the Feminist Center for Creative Work, and presented by
15 request at the national convention of Americans for the Arts.

BENEFITS TO THE COUNTY				
(1) ACTUAL/ESTIMATED **ANNUAL** COST AVOIDANCE $	(2) ACTUAL/ESTIMATED **ANNUAL** COST SAVINGS $	(3) ACTUAL/ESTIMATED **ANNUAL** REVENUE $	(1) + (2) + (3) = TOTAL **ANNUAL** ACTUAL/ESTIMATED BENEFIT $	SERVICE ENHANCEMENT PROJECT ☒
ANNUAL = 12 MONTHS ONLY				

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Arts and Culture 1055 Wilshire Blvd. Suite 800, Los Angeles CA 90017	**TELEPHONE NUMBER** 213-202-5858
PROGRAM MANAGER'S NAME Bronwyn Mauldin **EMAIL** bmauldin@arts.lacounty.gov	**TELEPHONE NUMBER** 213-202-5858
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Heather Rigby *Heather Rigby* **DATE** 6/3/21	**TELEPHONE NUMBER** 213-202-5858 **EMAIL** hrigby@arts.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Kristin Sakoda *Kristin Sakoda* **DATE** 6/3/21	**TELEPHONE NUMBER** 213-202-5858

==**ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE**==

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

Even as arts nonprofits across LA County have been hard hit by COVID-19 closures, they have sought to be part of the solution, serving the community by providing virtual programs, workshops, classes, tours, and talks, most of them free. To help these organizations plan for reopening, the Department of Arts & Culture (Arts & Culture) created a project to gather the data to understand audience concerns and needs, and to use data more effectively in their short term and long term planning. This culminated in a series of webinars and publications that have been shared widely in the arts and culture community, both in LA County and nationally.

Each year the County of Los Angeles makes $4.5 million in grants to arts nonprofits through its flagship Organizational Grants Program (OGP). Another $500,000 was granted to other nonprofits to use arts to achieve their mission through the Community Impact Arts Grants (CIAG) program in FY 2020-21. Arts & Culture also convenes other funders of the arts, and increased these meetings to monthly when the "Safer at Home" order was announced, in order to more effectively coordinate our work. We knew that collecting accurate data about the impact on both nonprofits and on the residents of LA County who benefit from these programs would be critical to planning for reopening.

When the Board of Supervisors set aside $10 million in CARES Act funds for the arts (later increased to $12 million), we used this opportunity to collect data on the impact of COVID-19 on arts nonprofits. We learned that in total, 352 arts nonprofits from large institutions such as the LA Opera and LACMA to small, volunteer-run organizations that serve some of the communities most impacted by COVID-19 had experienced impact of nearly $271 million (revenue losses plus unanticipated expenses) in 2020 alone.

Despite the challenges they faced, arts nonprofits stepped up to serve hard-hit communities. For example, Self-Help Graphics and Art created free virtual art-making workshops while ICA-LA produced artist talks and video tours using American Sign Language with closed captioning in English and Spanish. Plaza de la Raza boosted their Wi-Fi signal so kids in the neighborhood could do schoolwork in their parking lot. Efforts like these cost time and money, and many arts organizations took on the expense even as they canceled shows and fundraisers and their revenues plummeted. They bought new hardware and software, learned new skills, and hired people to help them get their content online, most of which they provided for free or

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<u>Use Arial 12-point font</u>.

(Fact Sheet, page 2)
at very low cost. They reached new communities such as homebound seniors and the disabled. They provided emotional and mental health support to people in a way many had never done before.

To plan for reopening to a "new normal," arts nonprofits needed to know what had worked and should be continued. They also needed to know what their audiences and program participants were worried about in terms of health and safety, so they could make modifications and communicate effectively about them. They needed to know how different demographic communities had experienced COVID-19, in order to design programs and services both in-person and online to meet those needs.

In addition, Arts & Culture knew – based on data collected through our OGP grant application process – that our grantees had begun the pandemic with a median of 1.9 months of "rainy day" operating funds on hand. To make ends meet, there had been significant layoffs and furloughs. Many executive directors and other leaders had worked without pay. Leases had been let go. Restarting after being closed for more than a year would not be easy.

While large arts nonprofits could afford to hire consulting firms to collect the data needed to plan for reopening, most grantees of the County's OGP and CIAG programs could not. Therefore Arts & Culture hired WolfBrown and offered all grantees and opportunity to gather information directly from their audiences and program participants through their Audience Outlook Monitor survey. WolfBrown customized the survey in consultation with our grantees. They also created an interview protocol and trained participating grantee representatives to conduct interviews with some of their audience members. Findings were shared with the arts and culture community in interactive webinars designed to help organizations apply the data to their planning processes. These findings have also been used by Arts & Culture to plan programs and professional development trainings. At the same time, Arts & Culture staff conducted a review of research studies about the impact of COVID-19 on the arts and culture field, adding new works as they appeared in print.

These findings and data were compiled into a short publication, a "zine," titled HOW TO USE DATA WHEN REOPENING: A GUIDE FOR ARTS NONPROFITS, ARTISTS, AND ARTS FUNDERS. This was designed as an easy-to-use guide that arts nonprofits are currently using to plan for reopening. The zine has been shared widely through the arts community, and it was presented upon request at the national convention of Americans for the Arts.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

This project primarily addresses **Goal II, Foster Vibrant and Resilient Communities**, as the work of our arts grantees supports both the wellbeing of our communities and provides economic and workforce opportunities. Many of these grantees serve communities that have been hardest hit by COVID-19. The data and other support we provided through this project will help them to survive and thrive as we transition to a "new normal" in our communities and in the arts.

This project also addresses **Goal III, Realize Tomorrow's Government Today**, as we deployed technology both in the collection of data and in sharing out findings in many different ways to ensure maximum accessibility and use. We not only provided data but we also provided guidance on how to most effectively use it, so that our grantees will survive these challenging times and continue to provide services that the people of Los Angeles County need to thrive.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED **ANNUAL** COST AVOIDANCE	(2) ACTUAL/ESTIMATED **ANNUAL** COST SAVINGS	(3) ACTUAL/ESTIMATED **ANNUAL** REVENUE	(1) + (2) + (3) TOTAL **ANNUAL** ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
$	$	$	$	☒

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