



City of Los Angeles

invites your interest in the position of

Executive Director Cultural Affairs



Mayor Eric Garcetti is seeking an uncommon leader who embodies the energy and excitement of one of the most diverse and compelling cultural centers on the planet. Building on an extraordinary array of local community-based arts organizations, scholastic programs, and street murals; the glamor of the Academy Awards, Emmys, and Grammys; iconic venues like the Disney Concert Hall, the Getty, the LA County Museum of Art and the Museum of Contemporary Art; as well as many of the most recognized and innovative artists and creative talents in the world, Los Angeles offers the next Executive Director of Cultural Affairs a unique platform for arts and cultural leadership. For someone with panache, charisma, and a passion for multicultural expression, this is an opportunity to join a dynamic executive leadership team and leave a lasting legacy in the “City of Angels.”

Executive Director

The Executive Director of the City of Los Angeles Department of Cultural Affairs (DCA) is appointed by the Mayor, subject to approval of the Council, and is part of the Mayor’s executive team. As DCA’s chief artistic and administrative officer, the Executive Director serves as General Manager and leads a department with 38 full-time staff, 80 part-time staff, a projected operating budget of \$11 million, and a total managed portfolio of \$52 million in fiscal year 2013/14.

Under Mayor Garcetti’s initiatives, fully supported by the City Council, an expanded and more focused approach and top priorities for the new Executive Director will include:

- **Elevate Visibility and Impact through Cultural Tourism** – Through a more dedicated approach, the new Executive Director will significantly raise community awareness, citizen participation, overall visibility, and the impact of the organization as one of the premier and vital participants in the Los Angeles arts and culture scene. The Executive Director will promote cultural tourism on a much broader scale to also expand the revenue stream of the Department. This emphasis will not only involve intensifying involvement with other key entities (i.e., Los Angeles Tourism and Convention Board, LA City’s Film Task Force, Department of Recreation and Parks, etc.) but will also involve continuing to build relationships with creative community partners representative of the best-of-the-best in arts, culture, and entertainment in Southern California. The role of the Executive Director in cultural tourism will also include activating Los Angeles’ cultural assets as destinations including both vibrant cultural neighborhoods and City managed cultural assets (i.e., Watts Towers and the Hollyhock House).
- **Expand Corporate/Business Partners** – Expand corporate and business sponsorship on a grander scale to increase arts education to the under-

served communities. The current relationship with Sony Entertainment exemplifies the high-level participation desired and important impact to those served. The importance of corporate partnerships around STEAM (STEAM = Science and Technology interpreted through Engineering and the Arts, all based in Mathematical elements) education will also be important since much of the creative economy is now in the digital world.

- **Enhance Internal Organization** – Oversee the organization’s move to an enhanced technology interface and website; optimize and update the organization for a more responsive, nimble, and effective service delivery (i.e., due to prior downsizing of staffing at community centers); and continue to explore opportunities for an array of alternatives including public-private partnerships.
- **Enhanced Revenue** – The Department of Cultural Affairs is funded primarily through the 1% allocation from the Transient Occupancy Tax (TOT). Coupled with a strong emphasis on Cultural Tourism, an increase in TOT will allow for expanded operations, enhanced programs, and effective service delivery.
- **Increase Grant Opportunities** – Increase opportunities to re-invest in communities and local artists with particular emphasis on the under-served areas by expanding resources available.
- **Update/Clarify Existing Policies** – Working through the Mayor’s Office, City Council, and the City Attorney’s Office, the Executive Director of Cultural Affairs will be focused on updating existing policies and aligning its broader goals with the Mayor’s priority outcomes.
- **Explore Creation of a 501c3 Non-Profit Organization** – Determine the ability to add this component to complement the existing Department and increase flexibility for donations from the corporate and business level as well as through individuals and other endowments.



Desired Characteristics

In building a cohesive team of department heads, Mayor Garcetti is looking for these consistent qualities in all his General Managers:

- **Leaders** who are not only effective managers, but also have the vision, discipline, tenacity and skills to set and achieve strategic goals and leave a lasting legacy.
- **Team players** who foster collaboration at all levels of the organization, with an understanding that problems and solutions routinely cross department lines and city borders.
- **Team builders** who make it a priority to empower, coach, mentor and recognize city staff members to increase their individual and shared capacity to achieve success.
- **Change agents** who use data and performance metrics to drive continuous improvements and achieve the results that matter most.
- **Strategic thinkers** who understand the necessity of taking the long view and the high road in order to realize outcomes that are environmentally, economically and socially sustainable.
- **Role models** who personally demonstrate the integrity, work ethic and genuine concern for their fellow Angelenos that inspires public confidence and motivates city workers to do their best.
- **Active learners** who seek best practices across the public, private, non-profit and academic sectors to apply them to the unique challenges and opportunities in Los Angeles.
- **Public servants** who are passionate about building a greater city in partnership with citizens and civic groups across Los Angeles.

Additionally, top candidates for consideration will also:

- Be recognized for exceptional leadership (in at least one of the areas) of art, dance, music, entertainment, theater, or other creative venue combined with experience working in a vibrant urban environment;
- Embrace and appreciate diversity in the creative community and the significant impact it makes for individuals and families;
- Have the ability to energize, inspire, motivate, and ignite action within the organization;
- Collaborate, facilitate discussion, and respond to diverging view points;
- Deploy creative placemaking to reinvigorate both public and private spaces;
- Be a credible champion for Los Angeles as a global center of culture and raise significant funds to support programs and operations;

- Be apolitical in a political environment;
- Effectively interact and use an advisory board to gain momentum in support of the Mayor's vision for the organization; and
- Have a general understanding of architecture as it relates to public art.

In summary, the successful candidate will be an energetic connector and a dynamic leader who believes that arts and culture are essential to creating an even "greater city," and to improving the quality of life for all Los Angeles residents and visitors.

Departmental Overview

Originally formed in 1925, the goal of the Department of Cultural Affairs is to enhance the quality of life for Los Angeles' 4 million residents and 40 million annual visitors. The Department accomplishes this goal by generating and supporting high quality arts and cultural experiences. DCA advances the social and economic impact of the arts and ensures access to diverse and enriching cultural activities through grant making, marketing, development, public art, community arts programming, arts education, and building partnerships with artists and arts and cultural organizations in neighborhoods throughout the City of Los Angeles.

The Department has a seven member advisory commission, the Cultural Affairs Commission (CAC), whose members are appointed by the Mayor and confirmed by the City Council. An important contribution, in addition to being an Arts Ambassador for building and expanding meaningful relationships in the communities and across the full spectrum of arts and culture in Los Angeles, the CAC approves the design of structures built on or over City property, and accepts works of art to be acquired by the City.

The Department currently manages extensive programs in four areas:

- **Grants Administration** – Providing grant support to Los Angeles' rich and diverse arts and cultural organizations and individual artists is the core service provided by the Department of Cultural Affairs. The Grants Administration Division awards approximately \$2.3 million annually to nurture and support community service providers and community artists in Los Angeles. Additional special project support of more than \$1.5 million is also awarded annually for a total of approximately \$3.8 million invested each year in Los Angeles' creative community.
- **Public Art** – DCA also significantly supports artists and cultural projects through four distinct types of arts programs within its Public Art Division, each committed to the creation and/or maintenance of art within the public realm: Percent-for-Public-Art, the Private Arts Development Fee Program, the Murals Program, and the City's Art Collection.

Music LA is DCA's citywide music education initiative for young people that is administered within the Public Art Division. Music LA coordinates a



network of professional music education service providers to offer hands-on instrumental and vocal music classes for students in underserved areas.

- **Community Arts** – DCA's Community Arts Division offers high-quality instruction in the arts, produces solo and group art exhibitions, creates outreach programs for underserved populations, develops special initiatives for young people, and promotes numerous events that celebrate cultural diversity. In FY 2013/2014, DCA manages and programs 22 neighborhood arts and cultural centers including 10 art and cultural centers, 4 theaters, 2 historic sites, and 6 galleries. In addition, 12 public/private partnership arts facilities are managed.
- **Marketing and Development** – DCA's Marketing and Development Division works with local, state, national, and international arts organizations to promote cultural awareness and increase arts education and access to arts education in Los Angeles' communities. The Division raises funds from foundations, government agencies, corporations, and private individual donors to support arts and cultural programming and to promote local economic development.

DCA's administrative services team encompasses personnel, payroll, and accounting. The team is responsible for processing approximately 300 contracts annually, positioning DCA as the second ranking City agency, below Public Works, in terms of the number of City contracts awarded and administered.

City Governance and Structure

Los Angeles is the second largest city in the United States and has a multi-ethnic population of approximately four million. It is truly a world-class city that offers a diversified economy and an unparalleled quality of life. Los Angeles continues to maintain its position as an economic powerhouse, the entertainment capital of the world, and a major trendsetter in virtually every field of human endeavor.

Los Angeles is a charter city and is governed by a Mayor and City Council. The City Council serves full time and has fifteen members elected by district for four-year terms. Boards of Commissioners, appointed by the Mayor and confirmed by the City Council, oversee several of the City's departments and bureaus. Mayor Eric Garcetti was elected in May 2013 and is currently serving his first term.

The City has 37 departments, bureaus, and offices for which funds are budgeted annually by the Mayor and City Council. In addition, the City has three departments (the Departments of Water & Power, Harbor, and Airports) that are financed solely by revenue generated from their operations, which are governed by Commissions, as well as two distinctly separate pension systems (Los Angeles Fire & Police Pensions and the Los Angeles City Employees' Retirement System). There are 42 departments, bureaus, and offices that support the elected officials.

Qualifying Education and Experience

Experience as the director or assistant director of an organization responsible for development, implementation, coordination, or administration of programs directed at encouraging appreciation, interest, or participation in fine arts or cultural activities.

Executive Compensation and Benefits

The current salary range is \$151,526 - \$227,237 per year. A highly competitive benefits package includes an independent retirement plan to which both the employee and the City contribute; a multi-option deferred compensation plan; generous vacation and sick leave; 13 paid holidays per year; a flexible benefits plan including multi-option health, dental, and vision coverage; and family and domestic partner leave.

This position is exempt and considered an at-will management position and will not accrue any civil service tenure, contractual employment rights, or due process rights.

To Be Considered

This is a **confidential process** and will be handled accordingly throughout all phases of the recruitment and selection process.

Nominations and submittals from interested candidates are desired by Friday, April 4, 2014. The recruitment is open until the position is filled. Apply early; evaluation of qualifications will be done throughout the recruitment process and selection may be made at any time. ***A confidential interview with Mayor Garcetti will be established for top contenders.*** Confirmation by the City Council will follow at a regularly scheduled meeting.

Nominations of highly qualified individuals are strongly encouraged and welcomed.

An electronic version of all submittals is required. Interested candidates should apply immediately by sending a comprehensive resume, compelling cover letter of interest, and compensation details via email to apply@ralphandersen.com. References are ***not required*** at time of submittal and ***no contact will be made with references or current employer until mutual interest has been established in order to provide the utmost in confidentiality.***

Questions, nominations, and confidential inquiries regarding this position or the recruitment process should be addressed to: Ms. Heather Renschler, Ralph Andersen & Associates, heather@ralphandersen.com, (916) 630-4900.

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