



CALL FOR ARTISTS, ARTS ADMINISTRATORS, AND CREATIVE PROFESSIONALS

CREATIVE STRATEGIST FOR OFFICE OF IMMIGRANT AFFAIRS (CFA #ARTS-100027)

DEADLINE TO APPLY: February 17, 2026, 5:00 p.m. PST

BUDGET: \$50,000 Artist Fee | \$25,000 Materials Budget

1 PROJECT OVERVIEW

The Los Angeles County (County) Department of Arts and Culture (Arts and Culture) invites Los Angeles County-based artists, arts administrators, or other creative professionals to apply to work in partnership with the Office of Immigrant Affairs (OIA), housed within the Department of Consumer and Business Affairs (DCBA), as a Creative Strategist-Artist in Residence (Creative Strategist).

The Creative Strategist will collaborate with Arts and Culture and OIA's staff to develop a project that may include but is not limited to artistic interventions, approaches, and strategies; community engagement and participation; the identification or mapping of cultural and community assets; the creation of new artworks; and/or access to artistic and cultural experiences to meet the established goals of the residency:

1. To develop culturally responsive communications strategies that acknowledge the challenges immigrant communities are facing, raise awareness of immigrant rights, and raise awareness of the County's social support services for immigrants to increase participation; and
2. To develop healing-centered strategies that build trust between and among County agencies, the region's immigrant communities, cultural organizations, and immigrant-serving organizations.

Programmatic activities for this residency may include activities such as artist-led and community-informed projects, workshops, and events; cultural asset mapping; and site-specific visual and/or performing art presentations to address multilayered objectives that improve services provided by the County, using creative methods that engage OIA's constituents and stakeholders. The Creative Strategist may engage other artists, performers, and culture bearers during the residency. Events may be held in person or via a digital platform.

The Creative Strategist may employ a range of visual, cultural, and multimedia communication tools, such as video, audio, print, performance, digital, and other media, to produce content and activities that reflect and engage the County's culturally diverse immigrant communities. These materials and activities will be designed to improve understanding, increase engagement, and support County efforts to connect effectively with immigrant residents across programs, services, and initiatives.

The Creative Strategist Program is rooted in socially engaged art and civic practice. A Creative Strategist is someone who can apply their artistic practice and creative problem-solving skills to develop artist-led and community-informed solutions to complex social challenges faced by County departments, introduce arts-based methods for engaging with internal and external stakeholders, and support County goals. Creative Strategists foster innovative ideas and prototype strategies for integrating arts, culture, and creativity into County operational practices. Creative Strategists can play a key role in supporting systems change, strengthening relationships between government and communities, and advancing the County's cultural and racial equity goals.

This type of work requires a commitment to working collaboratively and a dedication to civic engagement. Applicants must have a portfolio or body of work that demonstrates their ability to align creative practice with social and public need and their experience engaging culturally and linguistically diverse communities.

2 BACKGROUND

Arts and Culture's mission is to advance arts, culture, and creativity throughout Los Angeles County. It provides leadership, services, and support in areas including grants for nonprofit organizations, countywide arts education initiatives, commissioning and care for civic art collections, research and evaluation, access to creative pathways, professional development, free community programs, and cross-sector creative strategies that address civic issues. For more information, visit lacountyarts.org.

The Creative Strategist Program emerged out of the [LA County Cultural Equity and Inclusion Initiative](#) (CEII). In June 2017, the County Board of Supervisors (Board) approved a motion to fund this CEII recommendation, which places artists, arts administrators, or other creative workers who are representative of diverse constituencies in paid positions in County departments to work as creative strategists. Working in partnership with County staff and community stakeholders, Creative Strategists use artistic practice and creative techniques to develop innovative solutions to complex social challenges. The Creative Strategist Program launched in 2018. To learn more about Creative Strategist residencies, including participating artists and County departments, please visit lacountyarts.org/CreativeStrategist.

From 2021 to 2022, artist Phung Huynh served as a Creative Strategist-in-residence with OIA, during which time she applied her experience as a refugee and immigrant to develop arts-based strategies that seek to build trust between County agencies and immigrant communities. Her work supported OIA's goals to increase community participation in County services and introduced creative practices to the Office's ongoing work.

On September 30, 2025, the Board adopted a [motion](#), authored by Supervisor Hilda L. Solis, to place a second artist in a Creative Strategist residency with OIA in response to the ongoing crisis the County's immigrants and their families are facing.

The Creative Strategist Program supports the implementation of the [Countywide Cultural Policy](#), which provides direction for how LA County and its departments can ensure that every resident has meaningful access to arts and culture. The Cultural Policy values and celebrates art, culture, and creativity; strengthens cultural equity and inclusion; and integrates arts and culture in LA County strategies to achieve the highest value for people and communities. It has three main goals: to invest in cultural infrastructure and access to arts and culture; advance arts and culture in every sector of civic life; and promote cultural equity, diversity, inclusion, and belonging. The Department of Arts and Culture provides leadership and coordination across the County to support the implementation of the Cultural Policy.

3 ABOUT THE OFFICE OF IMMIGRANT AFFAIRS

The mission of the Los Angeles County Office of Immigrant Affairs is to advance the well-being of all immigrants in the County of Los Angeles by providing and connecting with support services to help in all aspects of life, including:

- ONE-STOP Shop for all County services.
- Consumer protection for you, your family, and your community.
- Support to help you, your family, and your community succeed.
- Celebrating your contributions in making Los Angeles a better place for all.

4 STATEMENT OF WORK

The selected artist, arts administrator, or creative professional will work with Arts and Culture and OIA as detailed below:

During the residency, Creative Strategist will apply their artistic practice and creative problem-solving skills to prototype, develop, and implement artist-led and community-informed strategies that address articulated residency goals.

Creative Strategist will work closely with staff from both OIA and Arts and Culture, as well as independently, to develop, plan, prototype, and implement a Project during the residency.

Creative Strategist may engage and/or collaborate with other artists, culture bearers, subject matter experts, community leaders, and arts and culture organizations to meet residency goals.

This Statement of Work establishes a preliminary schedule for contract implementation. The schedule may change after execution of the Contract. Schedule changes will be mutually agreed upon by all parties. Time is of the essence and Creative Strategist shall complete the services described below in accordance with the mutually agreed upon schedule:

Phase 1: Research (April 15 - July 15, 2026)

Beginning with an orientation organized by Arts and Culture, this phase is a time for Creative Strategist and OIA to establish mutual understanding and trust through shared exposure to each other's work and process. Creative Strategist will attend meetings with OIA staff and other stakeholders and will be invited to speak to staff about their artistic and/or creative practice. Key staff from OIA may visit Creative Strategist at their studio.

During this phase, Creative Strategist will begin to engage directly with OIA's internal and external stakeholders, will observe its community outreach, and will analyze OIA's programs and services, as related to the stated goals of the residency.

At the end of this phase, Creative Strategist will submit a draft Residency Project Proposal, developed in collaboration with OIA's staff and detailing the proposed project for the residency. Arts and Culture, Creative Strategist, and OIA will partner to develop an evaluation plan that will document the process, approach, and lessons learned to help transform County practices and responsiveness.

Phase 2: Prototyping (July 16 - September 15, 2026)

During this phase, Creative Strategist will prototype and field test various models and methods of implementation for the Project. At the end of this phase, Creative Strategist will submit a final Residency Project Proposal that reflects lessons learned during prototyping and field testing.

Phase 3: Implementation (September 16, 2026 - March 12, 2027)

After review and approval by OIA and Arts and Culture of the final Residency Project Proposal, Creative Strategist will implement the Project. Staff from OIA and Arts and Culture will offer necessary support and guidance to assist Creative Strategist during the Project's implementation through regular check-ins.

The Project will include a plan for how OIA can sustain the arts-based methodology and practices developed during this phase.

Throughout the duration of the residency, Creative Strategist will continue to refine methods and practices to consistently achieve high outcomes and impact over time.

Phase 4: Closeout Documents (March 13 - April 14, 2027)

Once Creative Strategist has completed the Project, Creative Strategist will work collaboratively with OIA to finalize a plan to guide the sustainability of the arts-based methods and practices developed during the residency. Creative Strategist will submit a Final Report, which will include content contributed by OIA, that documents the project's successes and challenges, lessons learned, and recommendations for OIA and the Creative Strategist Program.

Over the course of the one-year residency, Creative Strategist will also periodically meet with Arts and Culture staff and other Creative Strategist Program participants for cohort convenings and training opportunities, as needed and appropriate.

For more details on a Creative Strategist Program Statement of Work, please follow [this link](#) to review the sample Contract.

4 ELIGIBILITY

This call is open to:

- Artists, arts administrators, and other creative professionals residing or working within Los Angeles County with a portfolio or body of work that demonstrates a socially engaged art practice.
- Individuals who have already completed a Creative Strategist residency with Arts and Culture are ineligible to apply.

5 BUDGET

Creative Strategist Fee: \$50,000

Project Materials Budget: \$25,000

The maximum all-inclusive project budget is \$75,000, which includes \$50,000 in artist fees and \$25,000 for all costs associated with the development and implementation of the project. Project costs are inclusive of all related expenses, such as printing, materials, training, equipment, video production, mileage, parking, etc. The Creative Strategist is responsible for insurance and for managing the project budget and submitting invoices. No additional funding is provided.

This is not a full-time employment opportunity. The Creative Strategist may take on other projects during the residency.

Arts and Culture may elect to revise the budget to address changes in the Scope of Work, price, or any term and condition. Arts and Culture will have the sole option to extend the term of the residency for up to two (2) additional one-year terms, based on initially contracted rates, at the sole discretion of the Director of Arts and Culture or his/her designee, subject to performance, needs, and availability of additional funds.

6 SCHEDULE

Release of Call for Artists	January 13, 2026
Solicitation Requirements Review Request* due	January 16, 2026
Written Questions about this Call for Artists** due	January 20, 2026
Release of Answers to Questions	January 26, 2026
Deadline for Submissions	February 17, 2026 5:00 p.m. PST
Artist Selection	March 26, 2026
Creative Strategist Residency Begins	April 15, 2026
Residency Ends	April 14, 2027

***Solicitation Requirements Review Request**

Any person or entity may seek a Solicitation Requirements Review if they feel they are being unfairly disadvantaged by submitting a written request for review to the department conducting

Creative Strategist Program/Call for Artists
DEADLINE: February 17, 2025, 5:00 p.m. PST

the solicitation. To submit a Solicitation Requirements Review Request for this Call for Artists, complete the form below and email it to cross-sector@arts.lacounty.gov, along with supporting documentation, no later than January 16, 2026.

[Solicitation Requirements Review Request Form](#)

****Written Questions about this Call for Artists**

Interested parties may submit written questions about this solicitation by email to cross-sector@arts.lacounty.gov no later than January 20, 2026. Arts and Culture will post answers to all questions received by January 26, 2026, on its website, lacountyarts.org, as well as on the [Los Angeles County Solicitations](#) website by January 26, 2026, as an Addendum to this Call for Artists.

7 TO APPLY

Application Link: All interested individuals are invited to submit an application online through SurveyMonkey Apply using the following link:

<https://apply-lacdac.smapply.io/prog/call-for-artists-creative-strategist-OIA>

7.1 Deadline to Apply

Submissions are due by or before **5:00 pm, Pacific Standard Time (PST) on February 17, 2025**. Any materials received after the due date and time specified above will be rejected and considered non-responsive.

7.2 Instructions for First Time Applicants

- Please create an account using the green **REGISTER** button.
- Fill-out your account information.
- Once you Verify your email, please make sure to use the LOG IN button to re-access the application platform.

8 SUBMISSION MATERIALS

1. Resume or CV

Please provide 1-2 pages (maximum) outlining your background as an artist, arts administrator, or creative professional, which may include previous projects, experience, education/training, and other related credentials.

2. Statement of Interest (3 pages maximum).

Please provide responses to the following:

- Briefly describe why this project interests you.
- Briefly describe your artistic, creative, or community practice, your sources of inspiration, and your method of developing high quality, innovative, and meaningful work.
- Briefly describe your experience engaging, working with, and/or creating arts programming for culturally and linguistically diverse communities, including but not limited to immigrant communities.

- If awarded, how will you creatively engage OIA employees, stakeholders, and constituents to meet the established goals of the residency?
- Briefly describe your background and/or understanding of the importance of cultural competence, cultural humility, and language access in community engagement.
- What is your experience managing budgets of a similar scale or working within similar time constraints?

3. Work Samples

Please provide between 3 to 10 relevant examples of past or current work (JPG, JPEG, or PDF format only). Include the date, project budget, client/agency (if applicable), medium, location (if applicable), and a brief description of the project.

To submit videos of relevant past work, please paste YouTube or Vimeo links in the description field provided. Please submit video samples that have been edited so that the combined total length of all video samples is no longer than five (5) minutes.

4. Acknowledgement of the following Standard County Provisions:

- Public Records Act;
- No Conflict of Interest (Board Policies 5.090);
- Consideration of GAIN/GROW Participants for Employment (Board Policy 5.050);
- Fair Chance Employment Hiring Practices (Board Policy 5.250); and
- Safely Surrendered Baby Law (Board Policy 5.135).

9 SELECTION PROCESS

Submissions will be reviewed by an evaluation panel comprised of representatives from Arts and Culture, OIA, and invited professionals with expertise in the Creative Strategist program and/or socially engaged art and will be scored based on a maximum 1000-point scale. Scoring will be based on the following:

Art and Creative Practice: Past works and creative practice reflect authenticity and originality; evidence of experience creating socially engaged work that embodies a commitment to public engagement and participation, collaboration, and social change; and/or a body of work that incorporates a broad range of arts practices and creative methodologies applicable to the Creative Strategist Program.	300 points
Suitability for this Project: Statement of Interest, work samples, and resume/CV demonstrate applicant's suitability for the established goals of this residency, including experience engaging, working with, and/or creating arts programming for culturally and linguistically diverse communities, and an understanding of the importance of cultural competence, cultural humility, and language access in community engagement.	300 points

Project Management: Statement of Interest and work samples demonstrate experience working collaboratively with diverse stakeholders, ability to synthesize complex concepts related to project development, and ability to manage projects within defined timelines.	150 points
Budget feasibility and completeness* <i>*Based on the project budget of \$75,000, applicants will receive a maximum score of 220 points. However, applicants having been previously certified for one or more of Los Angeles County's Preference Programs (Local Small Business Enterprise, Social Enterprise, or Disabled Veterans Business Enterprise) shall receive an additional 30 points for a maximum of 250.</i>	220-250 points

Bilingual applicants strongly preferred.

The evaluation panel will review applications based on the criteria detailed above and will select up to five (5) finalists for interviews. Selected finalists will be asked to develop a 15-minute presentation of their creative practice and past projects for the interview. Interviews will take place over Zoom. All applications will be scored and ranked in numerical sequence from high to low. The County retains the right to select an application other than the application receiving the highest number of points if the County determines, in its sole discretion, another application is the most overall qualified, responsive, responsible, and in the best interests of the County.

10 ADDITIONAL INFORMATION

- The Creative Strategist will be required to enter into a contract with the County of Los Angeles and must agree to a consultant agreement, such as the sample linked below, and to the County's Standard Terms and Conditions:
 - [Sample Consultant Services Contract and Statement of Work](#)
 - [County of Los Angeles Standard Terms and Conditions](#)
- All contact regarding this Call for Artists must be in writing and may be emailed to Jacqueline Pimentel, Program Specialist, Cross Sector Initiatives, at cross-sector@arts.lacounty.gov. If it is discovered that proposer contacted and received information from any County personnel, other than the person specified above, regarding this solicitation, County, in its sole determination, may disqualify their proposal from further consideration.
- Arts and Culture reserves the right to accept or reject any and all responses received or select another consultant through another process.
- All interested parties who submit materials for review will receive confirmation of receipt.
- The information contained and/or any program or event described herein may be changed, amended, modified, canceled, revoked, or abandoned without notice at any time and for any reason in the sole discretion of Arts and Culture or the County of Los Angeles. The County reserves the right to waive inconsequential disparities in a submitted application.

- This Call for Artists does not constitute an offer to contract or promise for remuneration, recognition, or any other thing. Submission of any materials in response to this Call for Artists will not constitute an express or implied contract.
- Arts and Culture is committed to fostering a diverse and inclusive workforce. Diverse applicants are strongly encouraged to apply.

STANDARD COUNTY PROVISIONS

Insurance Requirements: Selected Artist and sub-contractors will be required to have commercial general liability insurance, automobile insurance (if applicable). Selected Artist must be a registered vendor with the County of Los Angeles prior to contracting.

Public Records Act: Responses to this Solicitation shall become the property of the County. When Arts and Culture makes the final selection, all submissions in response to this Solicitation become a matter of public record, with the exception of those parts of each submission which are justifiably defined and identified by the applicant as business or trade secrets, and plainly marked as "Trade Secret," "Confidential," or "Proprietary." The County shall not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the California Public Records Act or otherwise by law. A blanket statement of confidentiality or the marking of each page of the submission as confidential shall not be deemed sufficient notice of exception. The applicant must specifically label only those provisions of their respective submission which are "Trade Secrets," "Confidential," or "Proprietary" in nature.

Conflict of Interest (Board Policies 5.090): No County employee whose position in the County enables him/her to influence the selection of an applicant for this Solicitation, nor any spouse or economic dependent of such employee, shall be employed in any capacity by applicant or have any other direct or indirect financial interest in the selection of an applicant. Applicant shall certify that he/she is aware of and has read Section 2.180.010 of the Los Angeles County Code. An applicant, or its subsidiary or Subcontractor is prohibited from submitting a proposal in a County solicitation if the applicant has provided advice or consultation for the solicitation. An applicant is also prohibited from submitting a bid or proposal in a County solicitation if the applicant has developed or prepared any of the solicitation materials on behalf of the County. A violation of this provision shall result in the disqualification of the applicant from participation in the County solicitation or the termination or cancellation of any resultant County contract.

Consideration of GAIN/GROW Participants for Employment (Board Policy 5.050): As a threshold requirement for consideration of a County Contract, applicants shall demonstrate a proven record of hiring participants in the County's Department of Public Social Services Greater Avenues for Independence (GAIN) or General Relief Opportunity for Work (GROW) Programs or shall attest to a willingness to consider GAIN/GROW participants for any future employment openings if they meet the minimum qualifications for that opening. Applicants shall attest to a willingness to provide employed GAIN/GROW participants access to the Applicant's employee mentoring program, if available, to assist these individuals in obtaining permanent employment and/or promotional opportunities. Applicants who are unable to meet this requirement shall not be considered for a County Contract. Applicants shall complete and return the form, Attestation of Willingness to Consider GAIN/GROW Participants.

Acknowledgement of County's Commitment to Fair Chance Employment Hiring Practices (Board Policy 5.250): On May 29, 2018, the Los Angeles County Board of Supervisors approved a Fair Chance Employment Policy in an effort to remove job barriers for individuals with criminal records. The policy requires businesses that contract with the County to comply with fair chance employment hiring practices set forth in California Government Code Section 12952, Employment Discrimination: Conviction History (Section 12952). Applicants are required to complete Attachment C ("Compliance with Fair Chance Employment Hiring Practices Certification"), certifying that they are in full compliance with Section 12952 for the term of any contract awarded pursuant to this solicitation.

Safely Surrendered Baby Law (Board Policy 5.135): The applicant shall notify and provide to its employees, and shall require each subcontractor to notify and provide to its employees, information regarding the Safely Surrendered Baby Law, its implementation in Los Angeles County, and where and how to safely surrender a baby. Additional information is available at www.babysafela.org.

Protest Policy (Board Policy No. 5.055): Any prospective Vendor may request a review of the requirements under a solicitation for a services contract. Additionally, any actual Vendor may request a review of a disqualification under such a solicitation, as described in the Sections below. Throughout the review process, the County has no obligation to delay or otherwise postpone an award of contract based on a Vendor protest. In all cases, the County reserves the right to make an award when it is determined to be in the best interest of the County of Los Angeles to do so.

Grounds for Review. Unless state or federal statutes or regulations otherwise provide, the grounds for review of any Departmental determination or action should be limited to the following:

- Review of Solicitation Requirements Review. The solicitation's requirements and evaluation criteria unfairly disadvantage the protestor, or the solicitation's instructions were unclear and may result in the County not receiving the best possible responses from proposers.
- Review of a Disqualified Application. The protestor's application was incorrectly reviewed and disqualified based on the solicitation's evaluation criteria.

Protest Process. Requests for review must be submitted in writing within the time specified by the Department. The request must identify the person or entity submitting the protest. The request must itemize in appropriate detail, each matter contested and factual reasons for the requested review.