

Emma S. Barrientos Mexican American Cultural Center
Strategic Plan
Updated 8.5.15

Mission

The Emma S. Barrientos Mexican American Cultural Center (ESB-MACC) is dedicated to the preservation, creation, presentation, and promotion of the cultural arts of Mexican Americans and other Latino cultures.

Vision

Austin will have a greater awareness of the history and contributions of our Mexican American and Latino communities, enhancing quality of life for everyone.

The ESB-MACC will foster, engage, and empower the greater Austin community through renowned arts education and enriching experiences of art and culture. The Center will be a celebrated Pan American cultural institution that will enhance the quality of life for its patrons.

Values

Excellence: We pursue excellence in all aspects of cultural programming and operations.

Respect: We respect artists and the art work that they share with public at our sites.

Innovation: We support creativity and experimentation in our cultural programs and operations.

Collaboration: We seek innovative ways to collaborate with Latino/a artists and organizations throughout the region.

Community: We are accessible, responsive, and welcoming to all.

Responsibility: We are fiscally responsible.

Goal I:**To serve as a leader in Mexican American cultural arts and heritage.**Objectives:

1. Create an environment where artists, educators, and nonprofit collaborators can thrive and develop as an integral part of the Austin community - to teach, present, perform, and create.
Actions:
 - a) Develop and sustain a system for collaborations that provide positive benefits to both the Center and collaborators.
 - b) Create gatherings for artists, educators and non-profit collaborators to enhance a sense of community
 - c) Invest in artist developmental experiences such as workshops.
 - d) Be a connector, networking different sectors or genres or communities to provide more opportunities for art, artists and audiences.
 - e) Develop *encuentros*, to provide a venue for sharing discussions about topics that matter to our communities and art work that inspires.
2. Preserve the cultural traditions and contributions of our older generations of Latino artists.
Actions:
 - a) Create informational resources of community leaders that have been honored at the ESB-MACC through the renaming of rooms.
 - b) Complete the Award of Excellence installation and continue to hold the Award of Excellence ceremony annually, providing information about the awardees.
 - c) Publish biographies of Awardees to create a history of Austin's Latino cultural heritage.
 - d) Develop exhibits and/or performances about traditional Latino cultural arts in Austin.
 - e) Maintain and expand a library about cultural arts and traditions.
 - f) Develop a digital archive about Latino cultural arts and local history.

Goal II:**To develop dynamic and innovative cultural programming that supports the ESB-MACC mission.**Objectives:

1. Promote and preserve more art and social history disciplines.
Actions:
 - a) Develop at least one exhibit each year that fosters non-traditional art forms.
 - b) Utilize nontraditional spaces through outdoor exhibits.
 - c) Develop a permanent exhibit to include the history of the ESB-MACC and Latinos in Austin.
 - d) Utilize the Smithsonian's resources and incorporate those resources with local artists and contributors through exhibits each year.
2. Develop classes and programs that meet the needs of target audiences.
Actions:
 - a) Nurture and energize our youth through mentor experiences (Counselor-in-Training, Young Art Apprentices, Teen Club, Portfolio Prep, Arts Academy)

- b) Strengthen programming between AISD schools and ESB-MACC and enhance exhibition opportunities for youth.
 - c) Increase out-of-school activities for youth to include afterschool programs, outreach, family presentations and community engagement
 - d) Continue to serve and expand service to underserved populations through free/low-cost programs
 - e) Identify partners that need to be included in program decisions such as other cultural organizations, non-profit groups, schools, homeschools and senior centers, etc. and engage them in programming decisions that would meet their needs
3. Continually strengthen and develop the ESB-MACC to ensure that it grows as a leader in the field of enriching programming that includes arts, culture, and history.
- Actions:*
- a) Target and secure collaborations with nationally and internationally recognized leaders in Latino arts and history.
 - b) Plan and host an “ESB-MACC Day” on its 10th year anniversary.
4. Design more programs that are socially relevant to the communities we serve through community engagement and collaborations.
- Actions:*
- a) Conduct regular focus groups of age groups teen-senior to guide program development.
 - b) Create participatory components to exhibits.
 - c) Provide self-guided tours and activities for visitors.
5. Seek innovative ways to collaborate with Latino artists and organizations throughout the region.
- Tasks:*
- a) Create traveling exhibits, presentations, and productions hosted by the ESB-MACC.
 - b) Work with visiting artists and organizations to create resources to help them make their exhibits, presentations, and productions traveling ones.
 - c) Host a conference with other cultural centers and museums about Latino arts. (3 year goal).
6. Develop sustainable local, small, and mid-sized Latino arts organizations or artists that will tangibly benefit from a residency with the ESB-MACC.
- a) Provide organizational development for resident organizations for them to secure additional funding, increased partnerships, more artistic production, and greater audience awareness.
 - b) Build an audience base for resident organizations by including information of programs and presentations through ESB-MACC e-mail lists and website.
 - c) Present LARP program and resident organizations annually at one trade show, forum, or community event.
7. Develop and present to the public resident art products that are of the highest quality.
- Tasks:*
- a) Provide trained ESB-MACC staff for professional logistical planning, i.e. scheduling, lighting, audio, technology, house management, etc.
 - b) Purposefully modify/renovate facilities to present art to the public.

- c) Provide educational opportunities to resident artists in areas with an identified need, i.e. new technologies, lighting, audio, etc.
- d) Provide opportunities for resident organizations to participate in educational programming and public productions.

Goal III:

To enhance and strengthen ESB-MACC marketing and promotional efforts.

Objectives:

1. Develop a branding, marketing and promotional plan to raise institutional visibility and deeper awareness among the ESB-MACC's target market(s).
Tasks:
 - a) Develop a comprehensive marketing strategy that includes actionable marketing and media/public relations plans with a PARD consultant.
 - b) Conduct an assessment of ESB-MACC marketing strategies with a focus on addressing constituent needs, how we can add value, and how/where we can effectively communicate our offerings.
 - c) Attract new visitors to the ESB-MACC using a community relations plan.
 - d) Develop target markets for brands of programming and cross marketing.
 - e) Produce marketing materials that tell the ESB-MACC story.
2. Provide effective signage to direct people to the Center.
Tasks:
 - a) Erect an historical trail marker at the old "MACC" sign.
 - b) Secure street signs and billboards to lead people to the Center.
3. Increase community engagement to expand awareness of the organization.
Tasks:
 - a) Increase visibility in the Latino community by representation at cultural events.
 - b) Engage community members in the development of social history exhibits.
 - c) Make all marketing and promotional materials bilingual.
 - d) Hire a fulltime Outreach Coordinator.
4. Increase effectiveness of website, e-newsletters, and social networking.
Tasks:
 - a) Set a clear timeline for website updates/content and e-mail blasts.
 - b) Develop a plan for website infrastructure management.
 - c) Increase the effectiveness of our social media campaigns via Facebook, Twitter, and other online platforms.
 - d) Encourage audience members to utilize social media to promote ESB-MACC programming.

Goal IV:

To continue developing the Center's facility and grounds as a community anchor.

Objectives:

1. Complete the Master Plan.
Tasks:
 - a) Work with the Advisory Board and the public in assessing the programmatic needs of the community.
 - b) Address parking capacity.
 - c) Create the operational plan that will address the staff needs of the new facility.

2. Develop a memorable visitor experience.

Tasks:

- a) Provide excellent customer service by developing a customer service philosophy and evaluating staff performance in support of this philosophy.
- b) Develop the capacity to provide site tours on demand and a self-guided tour of the AIPP artwork and building's architecture.
- c) Complete Auditorium renovations to better suit the needs of resident artist groups.
- d) Address ADA compliance.
- e) Provide transportation to the Center.
- f) Work with CAP Metro add a bus stop close to the ESB-MACC.