

**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 10<sup>th</sup> 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.