

MEETING: LARP REVIEW STAKEHOLDER MEETING FOR MACC STAFF

2/28/19 – Raul Salinas Room ESB-MACC

1. Mission/Purpose - What has worked?

- Parallel to MACC Mission
- Talented people/staff ready to serve
- Bringing in high numbers
- Setting harmony between artist and MACC
- Echoes EDU Programming
- The LARP programming does fit the MACC mission. The programs do enhance the MACC's mission of presenting and promoting Latinx cultural arts.

Mission/Purpose - What has not worked?

- Too broad, what are we actually doing
- Need clear outcomes
- Propensity of professionalism needed from artists
- Self-sustaining incubator
- Inconsistent with Edu Programs
- Need to be more specific with artists
- Doing so much – not specific
- Rethinking “residency” – define this
- Needs to be: helping artists that are already established
- Some programs with low numbers
- Negativity of one group overshadows other great collaborations
- Need to promote collectively
- Artists do not know and do not follow mission/not clear
- Need to be languages on different types of art- can MACC handle
- Need to talk about the integration with the MACC – define collaboration
- Need to expand move and grow market
- Hard to determine and balance needs
- Need to clarify mission & purpose with artist
- Need list that explains limitations & resources available @ MACC
- Not meeting level of professionalism expected (some artists)
- Accountability needed to meet mission
- What is the purpose or accomplishments/goals on opening the facility to these programs, or of having these programs?
- Is the MACC helping a start-up organization, an organization that is mid-career, or a professional organization that is already established? Needs to be further defined.

2. Contract – What has worked?

- Get to use spaces

- Artists have access with City
- Very minimal requirements
- Like the requirement – that there is an EDU component
- Events relevant to mission
- Need boundaries & limitations of use of space
- Nothing work
- Clear about EDU programs & parameters
- Current Artist Access Program contact could help with current issues

Contract – What has not worked?

- A more clear understanding of EDU team's role in LARP
- Depending on Art form, facility usage may be different
- Need more accountability measures in space reservations
- Timelines need to fit MACC schedules
- Need to enforce – dollar per ticket – clear due dates
- Need clear outlines of how to work with artists
- Use of space (different types of usage needs to be outlined)
- Peak hours- clear guidelines on booking and space reservations
- Deadlines need to be realistic
- Deadlines in the contract are not really realistic. The timelines in the contract have not been vetted by MACC Staff- in fact, this week was the first the MACC staff had seen the LARP contract.
- Also, no accountability for resident.
- Somewhat confusing. Not really specifies the roles of both parties.
- Clarification of their each other roles.
- Defining consequences of not meeting contract guidelines
- Boundaries + limits to respect staff resources and time
- “We recognize different forms of art but – this is what we require”
- Cancellation policy – need to be enforced
- Applicants presumed they would get a stipend
- Need clear guidelines on both sides
- Need stipulation when rental/reservations of room space scheduling need to be defined
- With collaborations needs to be clearly defined between MACC and artists
- Space scheduling needs to be defined
- Need to be cognizant of other groups who use space
- Need to be clear in order to respect staff resources & funds
- Need measurement/performance reviews
- Respect of MACC time + hours = respecting city resources
- Not meeting deadlines

3. Application – What has worked?

- Marketing Program is good to push more visual artists
- What are MACC staff responsibilities in LARP
- The matrix to rate and accept the applications seems to be working.

Application – What has not worked?

- We should be clear on limits of the application
- Need to include – have they been a LARP participant before?
- How many times can someone apply? It is not specified in the application. This doesn't give opportunity to other entities to utilize the space of this program for starting artistic companies.

4. Selection Process – What has worked?

- No responses.

Selection Process – What has not worked?

- MACC staff not involved in process
- Musicians & visual artists did not feel program was good for them
- Language needs improvement
- Needs to be broader than theater programs

5. Procedures/Expectations -What has worked?

- Staff is flexible and skillful
- Brings in cultural awareness and engagement
- Superstar Staff!
- Not much is working as far as policy/ procedures, staff roles, and expectations. These are the biggest problem areas.
- MACC staff approachable and friendly

Procedures/Expectations – What has not worked?

- Checking in & providing updates – not there
- 15 days – too short for marketing materials
- Scheduling inconsistency affects staff morale
- Hard to monitor equipment for last minute requests
- Need to abide by scheduling procedures
 - Two mindsets:
 - City's dedication to arts
 - Entitled artists divide MACC and artists
- Resources wasted when last minute requests are given
- Need improved deadlines to get marketing materials
- Late stays effects budget and staff time
- Late stays = compromises safety
- On the city's side needs to be enforced
- Cancellations effect resources
- No shows – effects rentals and resources
- Starting late – not professional
- Showing up without communicating
- Need to respect set up times to prepare for facility use
- Staff losing trust because of inconsistent regulations of space use
- Ripple effect – problems build up effect staff and culture @ MACC
- Scheduling conflict and coordination

- Leaving supplies/equipment at MACC – creates more time wasted and responsibility
- Deadlines are rarely met. This creates a domino effect with internal programming, staff scheduling, marketing, and accurate documentation.
- Communication is not efficient. Meetings are missed and then the communication goes in a roundabout way, instead of being direct and clear.
- They LARP artists have all the privileges of a full time staff member, but none of the responsibilities. The LARP artists don't have MPR's, weekly check-ins, required meetings with other city staff and upper management, etc.
- There are no limits on how many times a performance space can be booked through out a year.
- There are no limits on how many spaces can be booked, how many spaces can be booked simultaneously, and how long they book each space. This is a huge problem.
- Staff scheduling issues with LARP groups are a major problem, since they affect the MACc budget.
- Cancelling rehearsals the day of. If we don't have events/ rehearsal we have to send staff back home.
- Staff have to drive in traffic to get to the MACC for 6pm, only to be notified when they arrive to work that the event or rehearsal got cancelled. This has been documented multiple times.
- There have been many issues with temp staff which have created unnecessary animosity.
- Adding events/ adding requests after deadlines, and closer to event date
- Creates confusion on temp staff, it adds more work to the production department, rental coordinator, and marketing department. On top of our already internal program.
- I am changing my staff schedule a lot of time throughout the month. It is harder to plan budgeting.
- Inventory: disrupts planning of equipment maintenance, inaccurate equipment work status, harder to monitor equipment provided to them.
- Staffing: doesn't work as efficient because we are catering late request, not letting us do our job properly. It does affect customer service overall because as we are catering to last-minute requests, we cannot do our job efficiently and serve the public with the best possible customer service.
- Hours of operations: Events end 11:00pm. Most event start late. This is a budget issue. Staff stays late, sometimes doesn't give us time to set for the event after. It is a safety concerned, because staff have to close the facility around 11-1midnight sometimes. There are a lot of homeless on the plaza. It is unsafe to be exiting the facility so late at night.
- Customer's service: they never start performances at the time that is promoted on our website. They don't tell us they have moved their start time back; they just start late, sometimes an hour late, leading to attendees coming to the Front Office asking why they were misinformed about the start time. It doesn't build trust and loyalty among the public when performances are not starting at the advertised time. We have observed reception supplies getting delivered at 8pm when the start time of the show was supposed to be 8pm and there are already people lined up. Unprofessional, and not in keeping with MACC standard operating procedure.
- The LARP groups often want to rehearse past 10:00pm. Are we a rehearsal facility or a cultural center? They cannot just rehearse whenever is convenient for them, or work late into the night at the MACC's expense.
- Scheduling spaces they are not utilizing: We encountered this issue a lot, where the space is booked through the month but isn't used all the days it is booked. They either cancel last minute or completely no-show, meaning they are on the schedule, the room has been vacated for them,

staff is here to work so they can rehearse, and they just don't show up. This really affects budget because we have to send staff home, having the facility open: utility services, time invested on coordination internally and externally. We are getting paid, but the space itself was not utilized. Internal programming often has to plan around an empty space that at the end isn't even used. If you observe the Outlook Event calendar that the MACC uses to book its space, the majority of space being used is for LARP. Yet for example they could spend a whole month using spaces every day to rehearse, and have no public performances that month. Whereas the MACC reserves space just for the performances- we hardly we any time to rehearse or stage events before the actual day of the performance. A real difference in how we utilize and share the space.

- Abusing of the facility: Not communicating if they leave gear behind. This add an extra step to our procedure. Because when we arrive with that surprise before setting the coming event. It creates friction, new planning, more time invested on resolving some one else's responsibility.
- It is harder to monitor equipment, test equipment, and affects customer service. Also, is not efficient.
- Showing up without communicating or reserving a specific area.
 - This create a lot of confusion, and credibility to our staff. Also affects planning for other internal, rentals, or collaboration events.
- I think overall there is a misunderstanding in their roles and responsibilities at this facility.
- The request are unlimited, they have no limits in how many times someone can booked a space.
- Because of how accessible this place is for them, that all the factors behind planning a successful event sometimes are forgotten. And the effects when planning is not done on time, they are repercussions in a lot of staff involved.
- Late Calendar submission
 - Unfortunately, we receive monthly workshops/performances calendar days before the starting month, or one to two days into the month. By doing so, it creates an obstacle to process and send production staff their monthly calendar on time.
- Scheduling staff uncertain everytime
- Budget planning uncertain everytime
- Inventory monitoring uncertain everytime
- Space utilizing and planning uncertain everytime
- Your work ethic morals does affect all of us at the long run. It definitely affects my staff. We do love our job, and we like to serve. But all this has felt abusive, and ungrateful sometimes.
- Booking the space for events in a monthly basis, and not providing all the information in advance, it is a constant issue we the facility are always encountering, not letting us to work on other internal projects.
- That is part of contract clarification.
- At least one staff person has had a conversation where a LARP artist was criticizing/demanding why they didn't get special treatment, because he was the artist of the MACC. Clearly there is a misunderstanding of the expectations and responsibilities of MACC staff and LARP artists.

