

**CITY OF EL PASO, TEXAS  
AGENDA ITEM  
DEPARTMENT HEAD'S SUMMARY FORM**

**DEPARTMENT:** Museums and Cultural Affairs

**AGENDA DATE:** October 27, 2015

**CONTACT PERSON NAME AND PHONE NUMBER:** Ben Fyffe, (915) 212-1766

**DISTRICT(S) AFFECTED:** All

**SUBJECT:**

**APPROVE a resolution / ordinance / lease to do what? OR AUTHORIZE the City Manager to do what? Be descriptive of what we want Council to approve. Include \$ amount if applicable.**

GOAL 4: Enhance El Paso's Quality of Life through Recreational, Cultural and Educational Environments

Report on Final Recommendations of the Hispanic Cultural Center Subcommittee

**BACKGROUND / DISCUSSION:**

**Discussion of the what, why, where, when, and how to enable Council to have reasonably complete description of the contemplated action. This should include attachment of bid tabulation, or ordinance or resolution if appropriate. What are the benefits to the City of this action? What are the citizen concerns?**

Presentation by Hispanic Cultural Center Subcommittee Chair of formal recommendations for City Council

**PRIOR COUNCIL ACTION:**

**Has the Council previously considered this item or a closely related one?**

On March 17, 2015, Council approved the enabling resolution for the Hispanic Cultural Center Subcommittee, which required a preliminary report by April 28, 2015. During preliminary report on April 28, 2015, Council requested regular updates from Subcommittee. Subcommittee has concluded their work and developed recommendations in the ten duty areas of the enabling resolution.

**AMOUNT AND SOURCE OF FUNDING:**

**How will this item be funded? Has the item been budgeted? If so, identify funding source by account numbers and description of account. Does it require a budget transfer?**

The Hispanic Cultural Center is part of the 2012 Quality of Life Bond approved by voters.

**BOARD / COMMISSION ACTION:**

**Enter appropriate comments or N/A**

Hispanic Cultural Center Subcommittee voted on June 17, 2015, for the Chair to be authorized to present periodic reports to Council

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\*\*\*\*\*REQUIRED AUTHORIZATION\*\*\*\*\*

**DEPARTMENT HEAD:**



(If Department Head Summary Form is initiated by Purchasing, client department should sign also)

THE CITY OF EL PASO  
HISPANIC CULTURAL CENTER  
SUBCOMMITTEE

REPORT

MEMBERS  
OF THE CITY OF EL PASO  
HISPANIC CULTURAL CENTER SUBCOMMITTEE

JAIME ESPARZA - CHAIR  
NESTOR A. VALENCIA - VICE CHAIR

RAFAEL ADAME

JESUS "CIMI" ALVARADO

RUBEN CHAVEZ

YOLANDA CLAY

LUIS CORTINAS

FERMIN DORADO

ROSA GUERRERO

HECTOR GUTIERREZ

GOVERNOR CARLOS HISA

ENRIQUE MORENO

BARBARA PEREZ

CINDY RAMOS-DAVIDSON

GUSTAVO REVELES

CONGRESSMAN SILVESTRE REYES

BELEN ROBLES

MAYOR MAYA SANCHEZ

DR. THERESA WARE-ASBURY

## FINAL REPORT

### **SUMMARY OF DUTIES ASSIGNED AND RECOMMENDATIONS** **HISPANIC CULTURAL CENTER SUBCOMMITTEE**

1. The size of the Hispanic Cultural Center
  - Recommend 40,000 sq. ft. plus
2. An appropriate budget for the construction of the Hispanic Cultural Center
  - Use the \$5.7 million bond issue funds to make necessary modifications to use the Abraham Chavez Theatre as the Mexican American Cultural Center
  - Make additional improvements to the Theatre in phases based on available funds.
3. Resources for enhancing existing budget
  - Develop a financial plan that includes a 501(c)(3) foundation, a short and long-range budget program to partner with the City to enhance financial needs
4. Facility program and amenities
  - For example: permanent and traveling art exhibits, art instructions in all mediums, dance, music, festivals, venue for poets and writers, Mexican American history in hard and digital archives, text, visual images, genealogy, and Hall of Honor for Mexican American United States war heroes and other exemplary leaders. Bring major national and international performers, drama, and productions to the theatre
5. The types of services to be offered within the Hispanic Cultural Center
  - For example: major art exhibits, kitchen facilities specializing in Mexican American cuisine, meeting space, and classes in culinary arts for marketing and enhancing local and regional cuisine



6. Recommendations regarding funding opportunities
  - 501(c)(3) funding process to receive local, State, national, and corporate contributions
7. Recommendations regarding public/private partnership
  - Establish the most practical and viable public/private partnership with the City, 501(c)(3) group and private enterprise for funding Center programs and expenses
8. Means for fundraising
  - Create friends of the Center group to work with 501(c)(3) foundation and potential donors to the Center.
9. Recommendations regarding the name of the Hispanic Cultural Center
  - The Mexican American Cultural Center
10. Recommendations regarding the general location of the Center
  - Recommend that the Abraham Chavez Theater be designated as the Mexican American Cultural Center

HISPANIC CULTURAL CENTER  
WORKING GROUPS AND  
ASSIGNMENTS

GROUP 1

- ☐ DUTY NO. 1 THE SIZE OF THE HISPANIC CULTURAL CENTER
- ☐ DUTY NO. 4 FACILITY PROGRAM AND AMENITIES
- ☐ DUTY NO. 5 THE TYPES OF SERVICES TO BE OFFERED WITHIN  
THE HISPANIC CULTURAL CENTER

GROUP 1  
REPORT ON DUTY NO. 1

- SIZE

40,000 SQ. FT. PLUS

VISUAL PRESENTATION

GROUP 1  
REPORT ON DUTY NO. 4  
FACILITY PROGRAM AND AMENITIES

- ☐ PERMANENT MEXICAN AMERICAN ART COLLECTION
- ☐ MEXICAN AMERICAN, HISPANIC, LATINO, CHICANO, AND INDIGENOUS ART CLASSES AND EXHIBITS
- ☐ MUSIC, DANCE, BALLET FOLKLORICO, AND EXCHANGE PROGRAMS
- ☐ CHILDREN'S PROGRAMS
- ☐ MARIACHI FESTIVALS
- ☐ ESTABLISH VENUE FOR POETS AND WRITERS
- ☐ ESTABLISH PRESERVATION AND HISTORICAL PROGRAMS FOR THE MEXICAN AMERICAN ARTS, HUMANITIES, AND ACHIEVEMENT
- ☐ ESTABLISH A MEXICAN AMERICAN LIBRARY FACILITY AND SERVICES
- ☐ HALL OF HONOR FOR MEXICAN AMERICAN LEADERS, HEROES, AND VETERANS OF ALL UNITED STATES WARS SINCE 1848
- ☐ SENIOR CITIZEN PROGRAMS
- ☐ GENEALOGY DATABASE

GROUP 1  
REPORT ON DUTY NO. 5

TYPES OF SERVICES OFFERED IN CENTER

- ☐ PROGRAM FOR MAJOR NATIONAL AND INTERNATIONAL ART EXHIBITS
- ☐ ARTS AND CRAFTS CULTURE WORKSHOPS
- ☐ DEMONSTRATION AND TEACHING KITCHEN FACILITY FOR MEXICAN AND MEXICAN AMERICAN CUISINE
- ☐ FILM AND SOUND RECORDING STUDIOS WITH FULL DATABASE FOR FILM, DIGITAL AND AUDIO SERVICES

HISPANIC CULTURAL CENTER  
WORKING GROUPS AND  
ASSIGNMENTS

GROUP 2

- ☐ DUTY NO. 2 AN APPROPRIATE BUDGET FOR THE  
CONSTRUCTION OF THE HISPANIC CULTURAL  
CENTER
- ☐ DUTY NO. 3 RESOURCES FOR ENHANCING EXISTING BUDGET

## GROUP 2

### REPORT

- ☐ DOWNTOWN CENTER WITH  $\pm 40,000$  SQUARE FEET FOR RENOVATION
- ☐ PARKING
- ☐ GALLERY
- ☐ PERFORMANCE THEATER - 750 SEAT MINIMUM
- ☐ ADAPTABLE (BLACK BOX)
- ☐ WORKSHOPS/CLASSROOMS/COMPARTMENTS
- ☐ OUTDOOR PERFORMANCE SPACE
- ☐ CITY COLLABORATION - CITY PROJECT NEEDS ADDITIONAL INVESTMENT

HISPANIC CULTURAL CENTER  
WORKING GROUPS AND  
ASSIGNMENTS

GROUP 3

- ☐ DUTY NO. 6    RECOMMENDATIONS REGARDING FUNDING OPPORTUNITIES
- ☐ DUTY NO. 7    RECOMMENDATIONS REGARDING PUBLIC/PRIVATE PARTNERSHIPS
- ☐ DUTY NO. 8    MEANS FOR FUNDRAISING

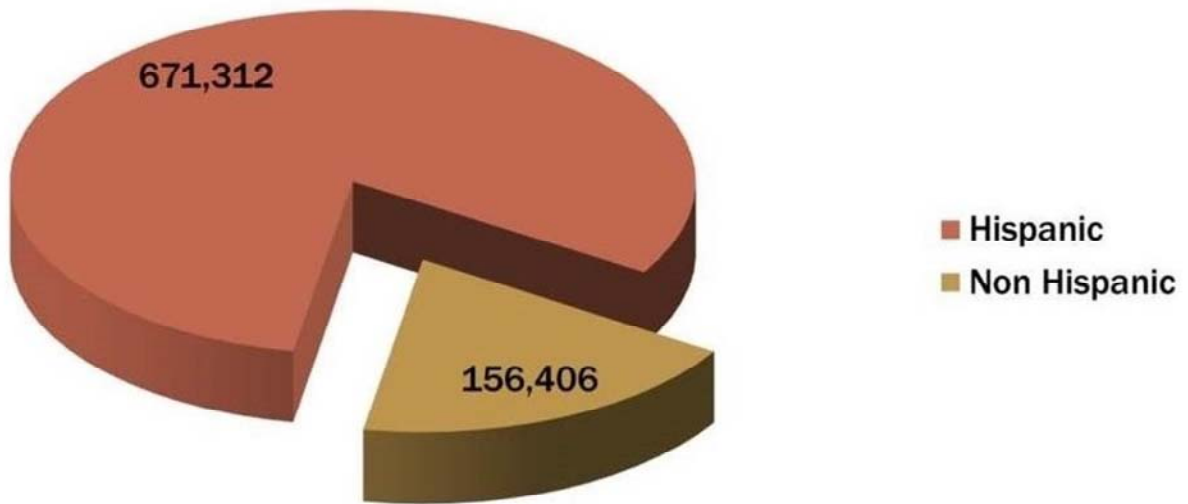


## GROUP 3

### REPORT

- ☐ WRITE UP THE FUNDING PLAN
- ☐ START THE PAPERWORK TO ESTABLISH 501(c)(3)
- ☐ TIMEFRAMES FOR CORPORATE FUNDING AS TIMEFRAMES FOR SUBMISSION VARY
- ☐ BENCHMARKED GOALS EXPECTED FUNDS LOW/HIGH END
- ☐ RESOURCES WE WILL USE TO ACCOMPLISH THE DUTIES ASSIGNED. SOMEONE TO ACTUALLY WRITE THE PLAN
- ☐ RESOURCES WE NEED TO COMPLETE THE TASK OF THE 501(c)(3) FILING FEE FOR THE CREATION OF THE FOUNDATION SET UP
- ☐ IDENTIFY STAFF LEADERSHIP THAT WILL BE REQUIRED
- ☐ OVERALL BUDGET REQUIRED FOR THE CAMPAIGN. IT WILL BE DIFFERENT IF IT IS AN EXISTING PROPERTY VERSUS A NEW BUILDING DESIGN.

## CITY OF EL PASO POPULATION



## AMOUNT OF FUNDING APPROVED FOR HISPANIC CULTURAL CENTER

\$5.7 MILLION

1.2%

OF THE TOTAL \$470,000,000  
2012 BOND ISSUE

COMPARISION CHART OF HISPANIC CENTERS  
COMPARABLE CITIES

City	Current Value (Millions)	Population	% Hispanic	Year Built
Los Angeles	54	3,792,622	49	2009
Albuquerque	50	545,852	48	2000
San Antonio	35	1,329,407	63	1985
Dallas	10	1,197,787	42	2003
Austin	50	730,390	35	2007
<b>El Paso</b>	<b>5.7</b>	<b>637,433</b>	<b>81</b>	<b>?</b>



ALBUQUERQUE NATIONAL HISPANIC CULTURAL CENTER



EMMA BARRIENTOS MEXICAN AMERICAN CULTURAL CENTER  
AUSTIN, TEXAS





PASO DEL NORTE CULTURAL CENTER  
CIUDAD JUAREZ, CHIHUAHUA

## BASIC REQUIREMENTS FOR A CULTURAL CENTER

- LOCATION
- PARKING
- THEATRE
- ART GALLERY
- EDUCATIONAL FACILITIES

THE HISPANIC CULTURAL CENTER  
SUBCOMMITTEE RECOMMENDS:

THAT THE CITY OF EL PASO  
DESIGNATE THE  
ABRAHAM CHAVEZ  
THEATRE AS THE HISPANIC  
CULTURAL CENTER



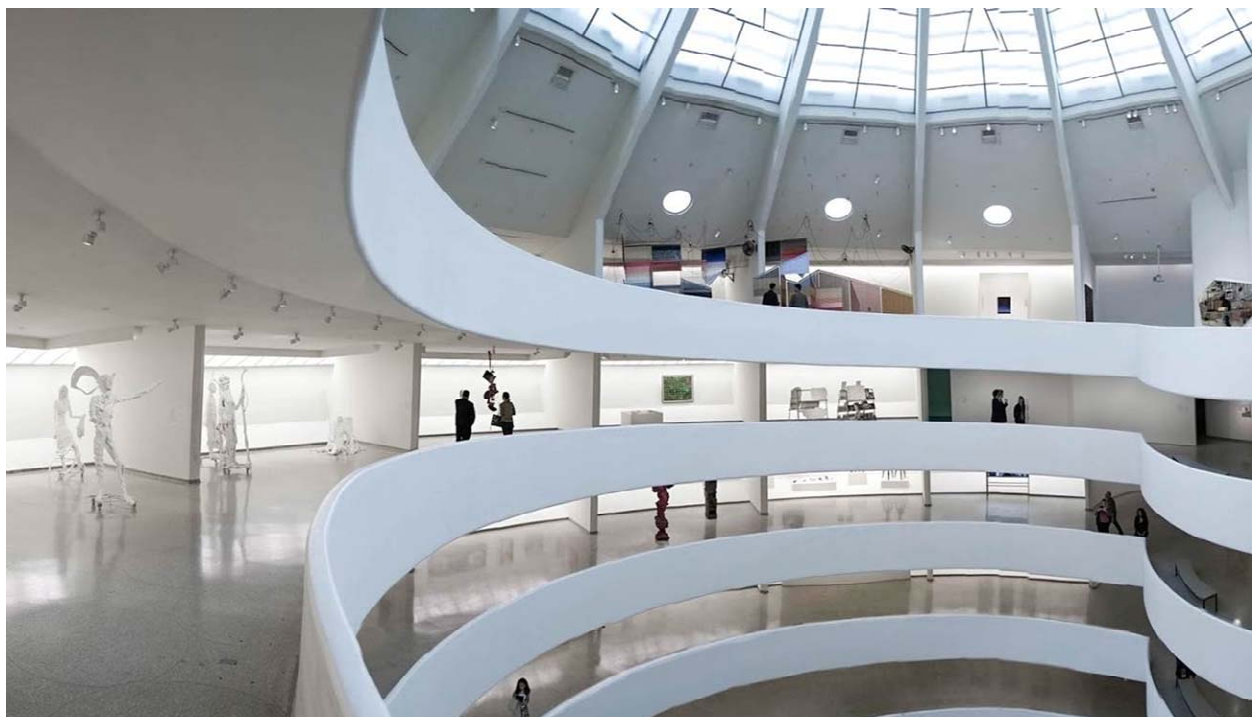
USE THE \$5.7 MILLION  
TO MAKE NECESSARY MODIFICATIONS TO THE ABRAHAM  
CHAVEZ THEATRE TO CREATE  
A FIRST CLASS  
MEXICAN AMERICAN CULTURAL CENTER

## REASONS FOR ABRAHAM CHAVEZ THEATRE

- ☐ NEW PURPOSE FOR FACILITY
- ☐ ECONOMIC GENERATOR
- ☐ TOURISM
- ☐ INCREASE PERFORMANCES
- ☐ NEW REVENUE TO CITY
- ☐ ADVANCE DEVELOPMENT AND  
REDEVELOPMENT OF DOWNTOWN



ABRAHAM CHAVEZ THEATRE

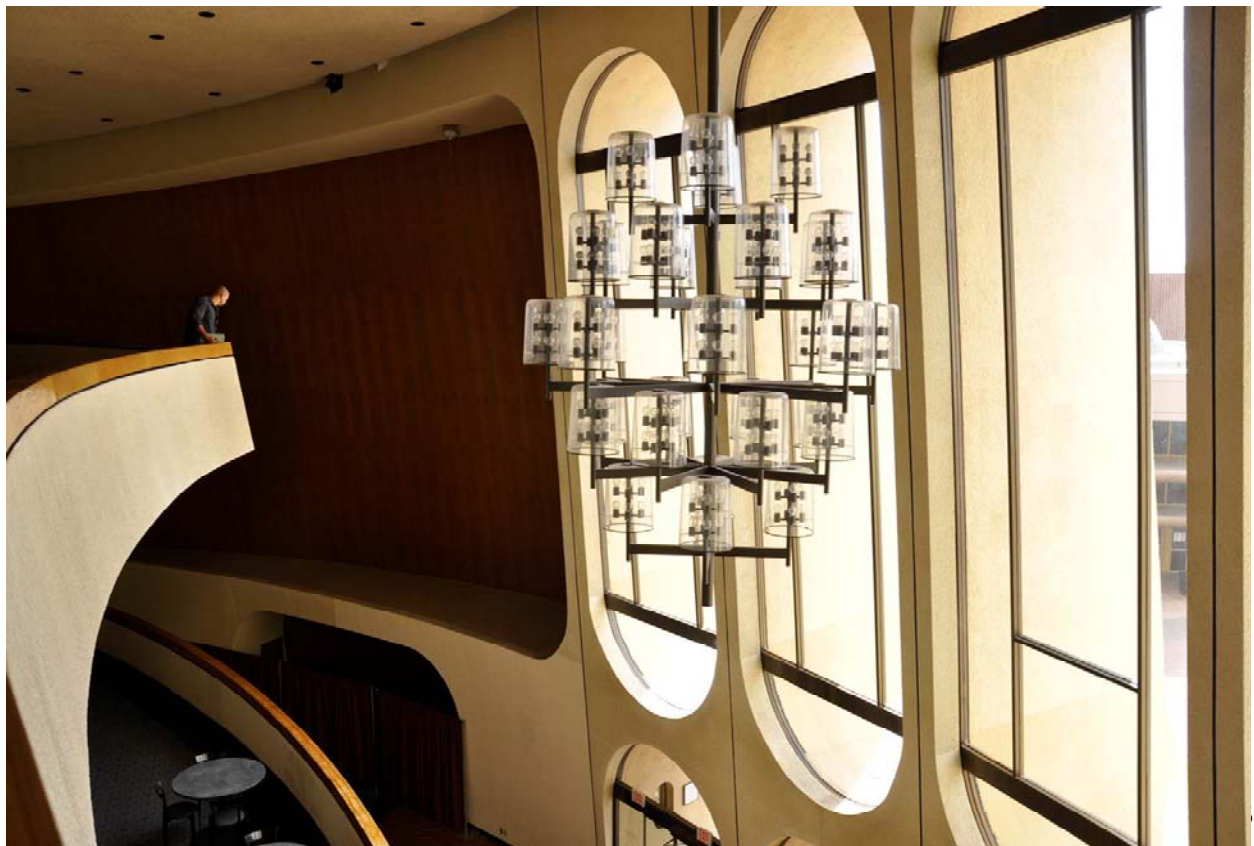


NEW YORK GUGGENHEIM MUSEUM





EDUCATIONAL FACILITIES



ART GALLERY





THEATRE



PRESERVATION OF OUR CULTURE





TRADITIONS



SAN ELIZARIO





## ROOTS AND DIVERSITY

## SUMMARY

- THE HISPANIC CULTURAL CENTER SUBCOMMITTEE RECOMMENDS THAT THE CITY OF EL PASO DESIGNATE THE ABRAHAM CHAVEZ THEATRE AS THE HISPANIC CULTURAL CENTER.
- USE THE \$5.7 MILLION DOLLAR BOND FUNDS TO MAKE THE NECESSARY MINIMUM MODIFICATIONS TO ACCOMMODATE THE CENTER.
- PHASE IMPROVEMENTS AND UPGRADING NEEDS OF THE THEATRE AS ADDITIONAL PUBLIC AND PRIVATE FUNDING BECOMES AVAILABLE.
- DEVELOP A PUBLIC/PRIVATE PARTNERSHIP TO PROVIDE THE BEST CULTURAL, HISTORICAL, AND EDUCATIONAL PROGRAMS POSSIBLE AT THE CENTER. CREATE A 501(c)(3) TO ACCOMPLISH FUNDING GOALS.
- THE CENTER WILL SERVE AS AN ICON TO THE WORLD AS AN EXPRESSION OF COMMUNITY PRIDE AND VALUES OF OUR CITY ON THE UNITED STATES – MEXICO BORDER.

# APPENDIX

## Members of the Public Who Spoke at Meetings

**PUBLIC COMMENT DURING HCC SUBCOMMITTEE MEETINGS**

03/26/15

Dr. Manuel Feliberti

04/01/15

Lelia Gaines  
Teresa Ziraldo

04/15/15

Nicolas Dominguez

05/20/15

Hector Montes  
Analinda Moreno (citizen)

07/15/15

Dennis Bixler-Marquez (UTEP, Chicano Studies)

Aarón Burciaga (MACI)

Corinne Chacon (MACI)

Liz Chávez (Wise Latina International)

Rafael Gomez, Jr. (Ysleta del Sur Pueblo)

Miguel Juarez (MACI)

Mona Juarez (MACI)

Hector Montes (AFSCME)

Analinda Moreno (citizen)

Dr. Gina Nuñez (UTEP)

F. Gus Sanchez (Chamizal National Memorial)

Lizeth Saucedo (LULAC #335)

08/19/15

Corinne Chacon (MACI)

Marilyn Guida

Alex Mares

Analinda Moreno

Claudia Rivers

09/10/15

Hector Montes

09/16/15

Corinne Chacon (MACI)

Marilyn Guida

Hector Montes (AFSCME)

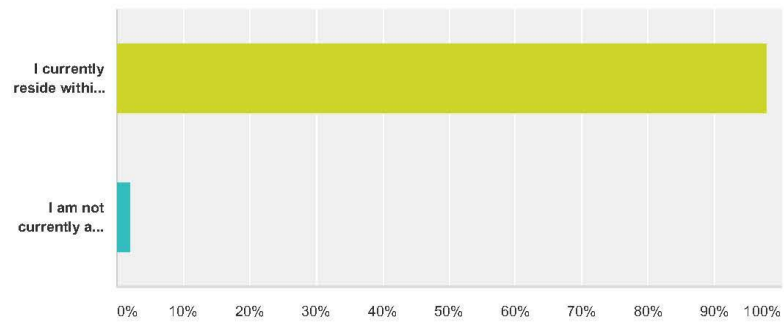
Andres Ramirez (LULAC)

## Artist Needs Assessment Survey Results

## Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

### Q1 Which of the following best applies?

Answered: 94 Skipped: 0

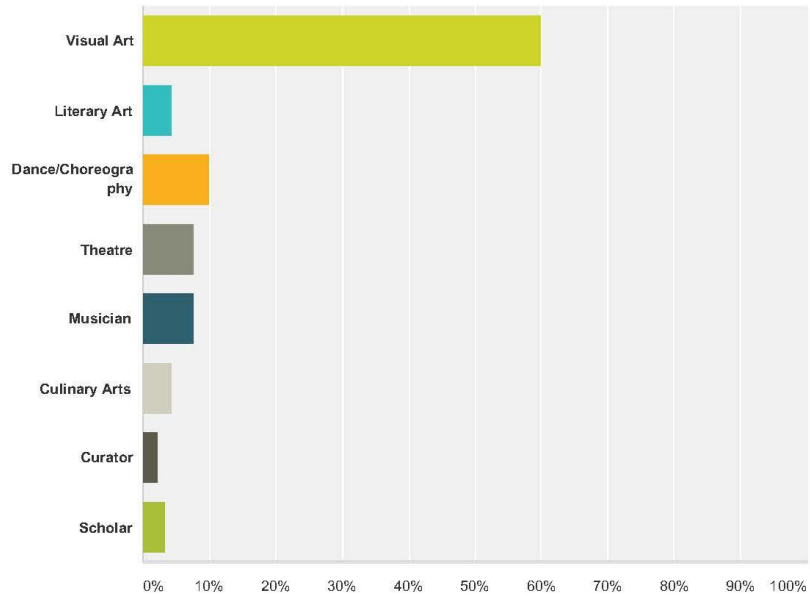


Answer Choices	Responses	
I currently reside within the City of El Paso	97.87%	92
I am not currently a resident of the City of El Paso	2.13%	2
Total		94

## Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

### Q2 What primary artistic or cultural discipline best describes your work? Please select one:

Answered: 90 Skipped: 4

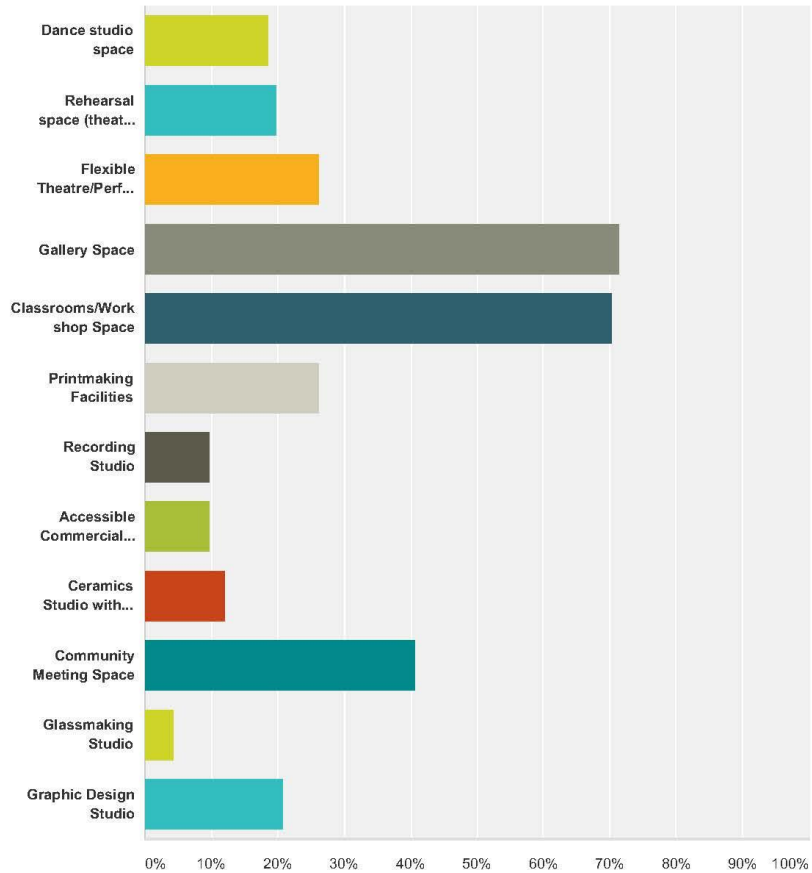


Answer Choices	Responses	
Visual Art	60.00%	54
Literary Art	4.44%	4
Dance/Choreography	10.00%	9
Theatre	7.78%	7
Musician	7.78%	7
Culinary Arts	4.44%	4
Curator	2.22%	2
Scholar	3.33%	3
<b>Total</b>		<b>90</b>



**Q3 Please help us identify the four types of spaces/amenities you feel are most important to support your work. Select only four from the following list:**

Answered: 91 Skipped: 3



Answer Choices	Responses	
Dance studio space	18.68%	17
Rehearsal space (theatre, performance)	19.78%	18
Flexible Theatre/Performance Space (blackbox)	26.37%	24
Gallery Space	71.43%	65
Classrooms/Workshop Space	70.33%	64

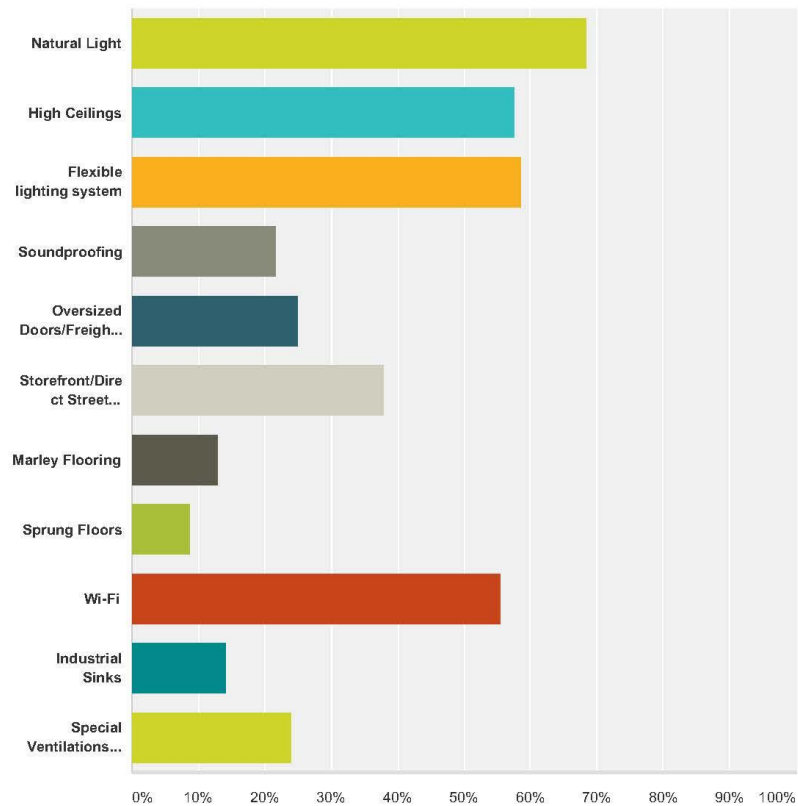
### Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

Printmaking Facilities	26.37%	24
Recording Studio	9.89%	9
Accessible Commercial Kitchen (demonstrations/lessons)	9.89%	9
Ceramics Studio with Kiln	12.09%	11
Community Meeting Space	40.66%	37
Glassmaking Studio	4.40%	4
Graphic Design Studio	20.88%	19
<b>Total Respondents: 91</b>		

# Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

**Q4 Identify the four features most desirable to creating, rehearsing, exhibiting and/or presenting high quality work in a studio or arts space. Select only four from the following list:**

Answered: 92 Skipped: 2



Answer Choices	Responses	
Natural Light	68.48%	63
High Ceilings	57.61%	53
Flexible lighting system	58.70%	54
Soundproofing	21.74%	20
Oversized Doors/Freight Elevators	25.00%	23
Storefront/Direct Street Access or Visibility	38.04%	35

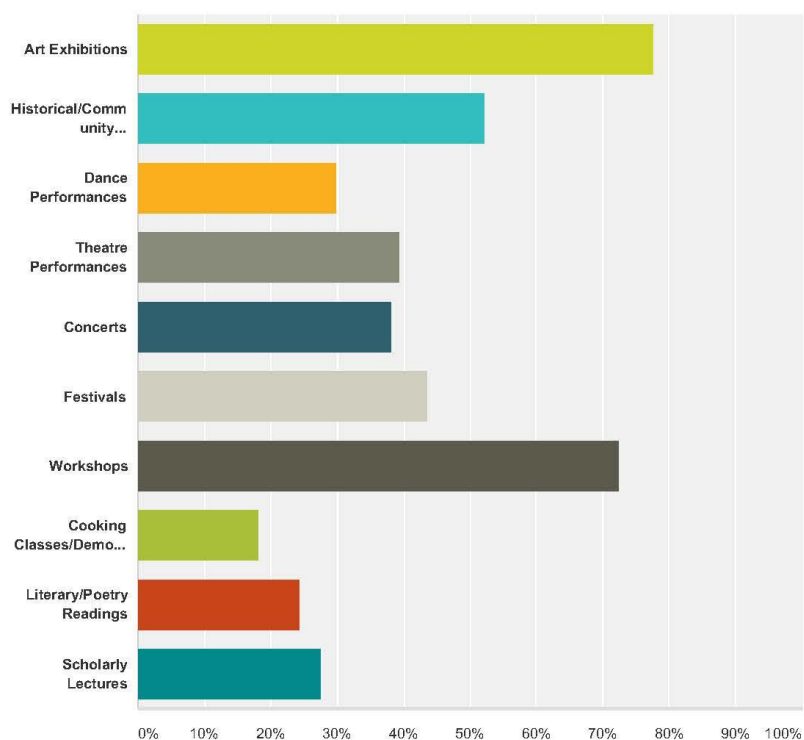
### Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

Marley Flooring	13.04%	12
Sprung Floors	8.70%	8
Wi-Fi	55.43%	51
Industrial Sinks	14.13%	13
Special Ventilations Systems	23.91%	22
<b>Total Respondents: 92</b>		

# Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

**Q5 What types of programming would you be most interested in attending at the Hispanic Cultural Center? Please select your top four choices from the following list:**

Answered: 94 Skipped: 0



Answer Choices	Responses
Art Exhibitions	77.66% 73
Historical/Community Exhibitions	52.13% 49
Dance Performances	29.79% 28
Theatre Performances	39.36% 37
Concerts	38.30% 36
Festivals	43.62% 41
Workshops	72.34% 68
Cooking Classes/Demonstrations	18.09% 17

# Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

Literary/Poetry Readings	24.47%	23
Scholarly Lectures	27.66%	26
Total Respondents: 94		

Hispanic Cultural Center Artist/Cultural Practitioner Needs Assessment

**Q6 OPTIONAL: Please leave your contact information.**

Answered: 55 Skipped: 39

Answer Choices	Responses	
Name:	98.18%	54
Company:	56.36%	31
Address:	87.27%	48
Address 2:	9.09%	5
City/Town:	94.55%	52
State:	94.55%	52
ZIP:	89.09%	49
Country:	61.82%	34
Email Address:	94.55%	52
Phone Number:	70.91%	39

## Fund Development Plan



## Recommendation for Creating a Fundraising Plan for a Private Public Partnership

For the

## Hispanic Cultural Center of El Paso

*(i.e. Mexican American Cultural Center)*

as recommended on July 15, 2015 and edited

August 11, 2015





Our sub-committee III is recommending the development of a fundraising plan to help support the HCC. The sub-committee worked to identify a list of specific steps that need to be taken in order to raise the funds needed to compliment the existing \$5.7 million from the city bond to serve audiences proposed by the full sub-committee:

- \$ We have evaluated the tools and assets we need to work with and have defined what might be really needed and “the art of the possible” with realistic goals based on today’s competition and market conditions
- \$ We have selected and identified targeted markets to fundraise not only from outside of the local marketplace but locally and regionally.
- \$ We are in the process of developing a list of fundraising vehicles to access once approval is given to proceed with our recommendations.
- \$ We need a fully adopted mission statement, value statement and programs of the center in order to demonstrate and communicate to the outside world that we are organized and ready for the ask \$\$\$\$ !

# **Step One: Define the Big Picture of our Fundraising Plan**

## **We asked ourselves the following questions:**

- What is our Cultural Center / Museum trying to achieve and what would the recommended funds being used for?
- What resources do we currently have? (city, state, local, etc.)
- What resources do we currently need? (think like an entrepreneur)
- What are the low end and high end fundraising goals? (be realistic)
- Which fundraising vehicles are the right ones to use? (will need to see which ones are right for this project and achievable)
- Which markets do we want to target?



**Step Two:**  
**We accessed the Resources**  
**we already have**  
**\$5.7 million from the bond**





- Create a donor list giving history from the current sub-committee III members capitalizing on their expertise and connections. (who, where, possible amount, timeline)
- Fundraising strategies that have been used in the past- from our various backgrounds and how effective they were by current members of the sub-committee:
  - Annual fund
    - Workplace giving, events, etc.
  - Major gifts (Individual, corporate and foundation)
  - Planned gifts
  - Government gifts (IMLS, NEA, NEH, Department of Education, local and state)
- Fundraising infrastructure what is currently established or what needs to be established
  - Staff, board, volunteers, software, etc.



- Any market studies done by individual agencies where we can gauge public awareness for the proposed center. (audiences surveyed, where, when, ideas)
- Public relations/marketing materials that will be need to be used. (collateral material, design, color, social media, message, etc.)
- An Overall Strategic plan once a location has been confirmed. (to be written and reviewed and approved by full sub-committee and presented to city council for their input, edits, comments and hopefully final approval)
- A list of potential donors → 
- What evaluation tools are already in place for donor stewardship that we might use from other city funded project to measure success

**Step Three:**  
**Identify our Fundraising Goal**

**1.**

What does our group specifically need?

**2.**

For what purpose are we raising funds?

**3.**

Keeping in mind that for the most part center  
/ museums really have four primary  
fundraising needs.



## **The basic fundraising goals we reviewed for initial funding: (what's achievable..dream)**

- \$ Capital projects
- \$ Programs
- \$ General Operating Costs
- \$ Building an Endowment





## We asked ourselves these questions :



1. Why do we need this? How will this impact our audiences we are trying to reach & attract?
2. What tasks are involved in achieving this goal?
3. How much will it cost?
4. We noted that our answers needed to be focused and time-specific with a sense of urgency!

## •Step Four: **We needed to Determine**



\*What Resources we have:

**We reviewed** and got a sense of what resources we might already have, or have access so we could determine what resources we really needed.

**This is** more than the funds, of course.

**This is what** we might need to get organized to raise the funds.

## Items and people we need to add to our resource list before beginning our fundraising effort:

- **Develop** and get an approved mission statement, case statement, and/or goals with initial center programs ideas.
- **Identify** an initial list of Board members. (diverse)
- **Identify** an initial list of potential Donors and funders.
- **What** development staff or other infrastructure will be needed.
- **Create** training for a volunteer board member and others in fundraising. (education here is critical for success)
- Get the process started on the creation of a 501c3 status in the works as it takes time and money for filing. ( **get this done now !** )



## **Step Five: Setting Our Goals –**

1. This is an area where we felt we needed full sub-committee involvement for recommendation on a board of directors for the proposed center.
2. They are the ones ultimately responsible for the financial stability of the organization once a 501c3 has been approved for the center.
3. As we thought about our fundraising goals, we all had to fight the temptation not to get stuck in the present moment.
4. The vision for the future is one of the best policies for reaching a distant destination.



an **idea** is just a  
DREAM until you  
write it down...  
THEN it's a  
**goal.**

## **Step Six:**

### **Choosing the Right Vehicle Combination of Vehicles – What will we recommend?**

We looked at ***fundraising vehicles*** such as campaigns, events, grants, etc. that we will use for our overall fundraising strategy. We decided that a combination of funding vehicles to start off was the right choice for this project :

1. National Corporate support
2. Local partnerships & community memberships
3. Fee / admission
4. Grant develop, city, state, federal
5. Facility usage fee

Too include the following:



## **Annual Campaign:**

1. A yearly fundraising campaign to raise support for operating expenses.

Includes membership and sponsorship achieved through direct-mail campaigns, telephone solicitation, individual, corporate and foundation donations, and/or special events.

It's important to (Note-When you hold special events the proceeds can go wherever you need them: the operating fund, the capital campaign, a specific program, a special project, or the endowment fund.)



**2. Major gifts:** May be either a one-time gift or repeated large gifts given to support a particular program, project, or improvement.

**3.. Capital Campaign:** Increases the assets of the organization's holding. This is an extensive fundraising program that calls for high-level gifts, often paid over a number of years. May include endowment components.

**4. Planned gifts:** Add to the endowment of the organization. These gifts are usually made from a donor's estate; they are large and carefully planned. May include gifts of art.



## **Step Seven: Identifying Fundraising Markets**

1. The next step was to start looking to identify our markets.
2. Asking ourselves from where do we want to raise our funds?
3. Knowing that the best fundraising plans don't focus too heavily on any one area, but mix and match constituencies.





We wanted to make sure that we remembered- One of the biggest downfalls of fundraisers is not knowing their community.

We recognize we need to really learn who comprises our audience, what will attract it to our cause, and whom we may realistically tap for funding.

Before we begin we will ask ourselves the following questions:

- Are we able to profile potential donors?
- Do we know who will be interested in helping us meet your goal?
- Who from our Subcommittee III will reach these people? Or from the Subcommittee as a whole?



## **Our potential markets will include:**

- **Individual donors** - Targeting new donors through those who we know and would be truly loyal to the center/ museum.
- **Affinity groups** - Professional associations or special-interest groups that hold the mission and cause of the center / museum close at hand could be a source of short-term programmatic funding.
- **Corporations** - Corporations are more interested in funding a specific program, receiving visibility and something that relates to their area of interest - than in providing for general operational expenses.





THE PATH  
THAT  
LEADS TO  
COMMUNITY  
SUSTAINABILITY

- Foundations Foundations which might be interested in helping provide solutions, which means programs, programs, and more programs.
- Government - Similar to corporations (but with a lot more paper work) government may be able to provide us with program-related expenses, staff salaries, and perhaps operational support.

In addition we will look at people we see often, vendors we work with regularly, community organizations that we are affiliated with, etc. in hopes that as our circle widens, so will our market. So we can leverage to maximize to the fullest extent all that will contribute.

Knowing that whatever is accomplished will only be a simple start for something that will in the long term be the talk of the region and nation.

***A state of the art one of kind center celebrating our rich heritage, music, art, dance and culture on the border for generations !***



## **Step Eight: Budgeting Our Fundraising Efforts –**



No doubt you have heard the phrase “*you need money to make money.*”

To meet our goals effectively and raising the funds we need in order to fulfill our mission we know we need to walk a fine line that includes careful planning, budgeting, and accounting for the money we bring in and spend.



**When planning out the expenses of our fundraising program, we looked at the insider costs of following areas:**

*(not all will apply):*

- Salaries and Wages
- Pension plan contributions
- Employee benefits
- Payroll taxes
- Supplies
- Technology – telephone, donor systems, wealth screening, etc.
- Posting and Shipping
- Facility rental
- Equipment costs
- Printing of publications and materials
- Travel, entertainment, hosting
- Consultants



**So how much money does it actually  
take to make money?**



Different types of vehicles require different investments, but it ranges from 10 cents on the dollar raised for major gifts to 50 cents on the dollar raised for special events. (*#nonprofit911*)

## **Step Nine: Drafting the Plan –**

**These are the thinks that we need confirmed and agreed upon by the full sub-committee:**


- A clear statement of the HCC mission, vision, values and initial programs.
- What is the reason our center / museum exists?
- What other types of funding do we have?
- What other types of public private partnership exists for this project?
- Who is it we are helping and why?
- Our case statement, explaining what we are fundraising for.
- Our fundraising goals
- Our selected vehicles
- Our targeted markets





## Our final Sub-Committee III recommendations:



1. Write up the plan – **NOW TIME IS OF THE ESSENCE!**
2. Start the paper work **501c3 GET GOING TIME**  
**FOR APPROVAL CAN BE 1 YR.** → 
3. Time frames for corporate **funding urgent** as timeframes for submission vary.
4. Benchmarked goals expected funds low end/high end.

## **Our Sub-Committee III Recommendations**



5. Resources we will be using to accomplish the task assigned. Someone to actually write the plan.
6. Resources we need to complete the task of the 501c3 task and filing fee for the foundation set up.
7. Staff leadership that will be required.
8. Overall budget required for the campaign. It will be different if it is an existing property versus a new building design.

## **Step Ten: Implement our Plan –**

Once we have everything planned on paper, **it's time to put it in action.**

**But in closing we really  
wanted to say....**



## **Respect Diversity...everyone**

- Keeping in mind that synergy grows out of diversity. By bringing people together and encouraging a free exchange of ideas and feelings we enrich our decision making process.
  - We gain insight. We get the facts. **We identify options.** We create alternatives. We challenge underlying assumptions and perceptions driving individual behavior. *We learn about feelings interpretations and motives.*
  - We provide checks and balances to one another, pooling our resources, experiences and competencies to generate more powerful results. *The secret to developing win/win solutions is to listen respectfully, respond respectfully and not bully or defame one for their opinion.*
- **NONE OF US IS AS SMART AS ALL OF US !**

**D**ifferent  
**I**ndividuals  
**V**aluing  
**E**ach other  
**R**egardless of  
**S**kin  
**I**ntellect  
**T**alents or  
**Y**ears.



## GOAL 4: Enhance El Paso's Quality of Life through Recreational, Cultural and Educational Environments

### **21.1 Report on Final Recommendations of the Hispanic Cultural Center Subcommittee**

October 27, 2015

*"Delivering Outstanding Services"*



## Timeline

- March 17, 2015 Council passes enabling resolution creating Hispanic Cultural Center (HCC) Subcommittee and tasking them with recommendations in eight duty areas
- April 28, 2015, Preliminary Report to Mayor & Council
  - Subcommittee requested ability to work on two additional recommendation areas
  - Council requested Regular Updates
- May 5, 2015, Council amends HCC Subcommittee resolution to include two additional duties
- June 17, 2015, BOAC Briefed by HCC Liaison
- August 18, 2015 Council briefed on continuing work
- September 23, 2015 HCC Subcommittee approves final recommendations and report for Council

*"Delivering Outstanding Services"*



## Duty Areas

1. The size of the Hispanic Cultural Center
2. An appropriate budget for the construction of the Hispanic Cultural Center
3. Resources for enhancing existing budget
4. Facility program and amenities
5. Types of services to be offered within the Hispanic Cultural Center
6. Recommendations regarding funding opportunities
7. Recommendations regarding public/private partnerships
8. Means for fundraising
9. Recommendations regarding the name of the Hispanic Cultural Center
10. Recommendations regarding the general location of the Center

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## Public Input

An online needs assessment of local artists was approved by Subcommittee on April 1, and was used to gather input from arts community on what types of spaces and amenities were needed to support professional practice and what types of programming would draw them to the Center.

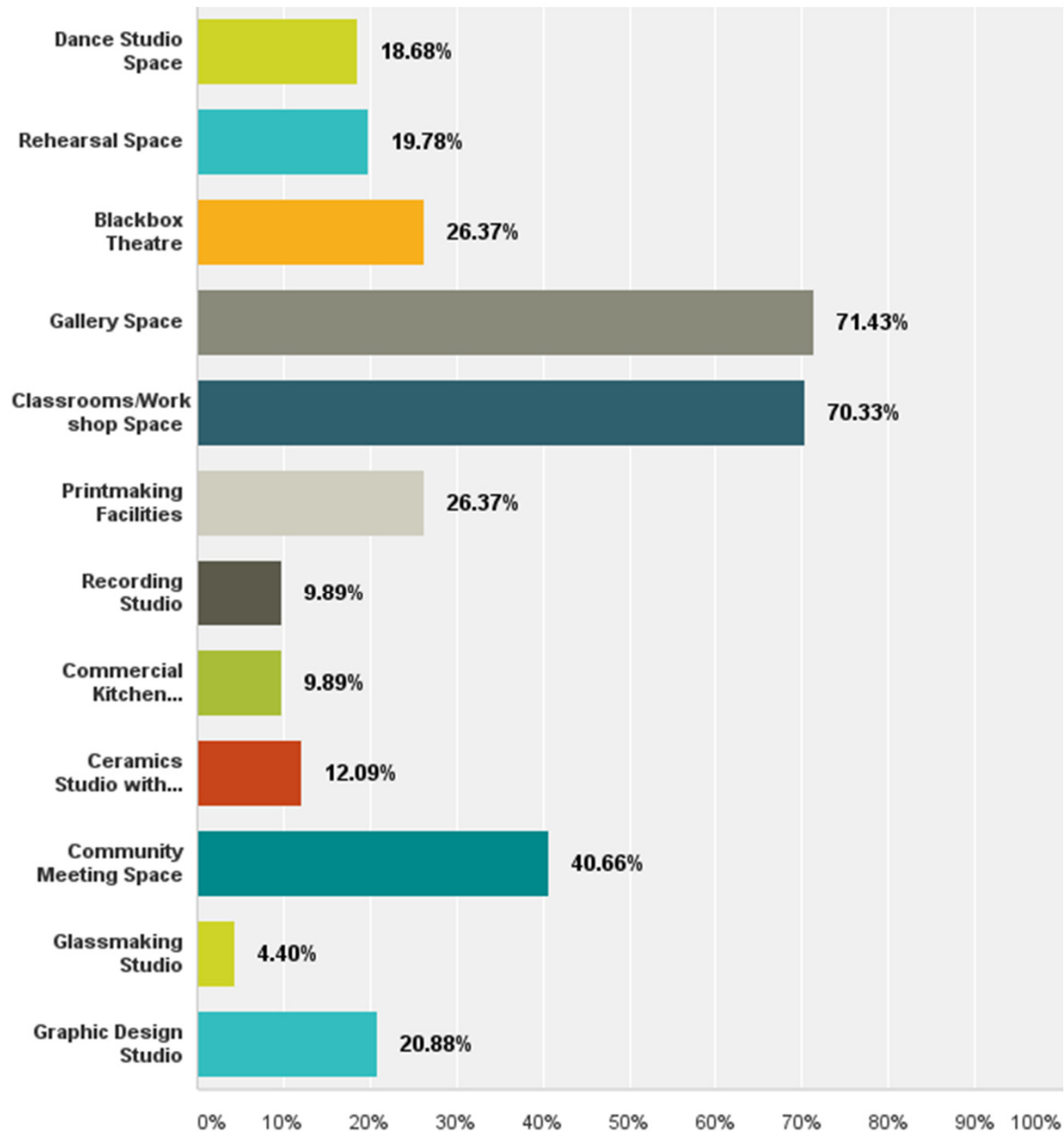
Some key findings were:

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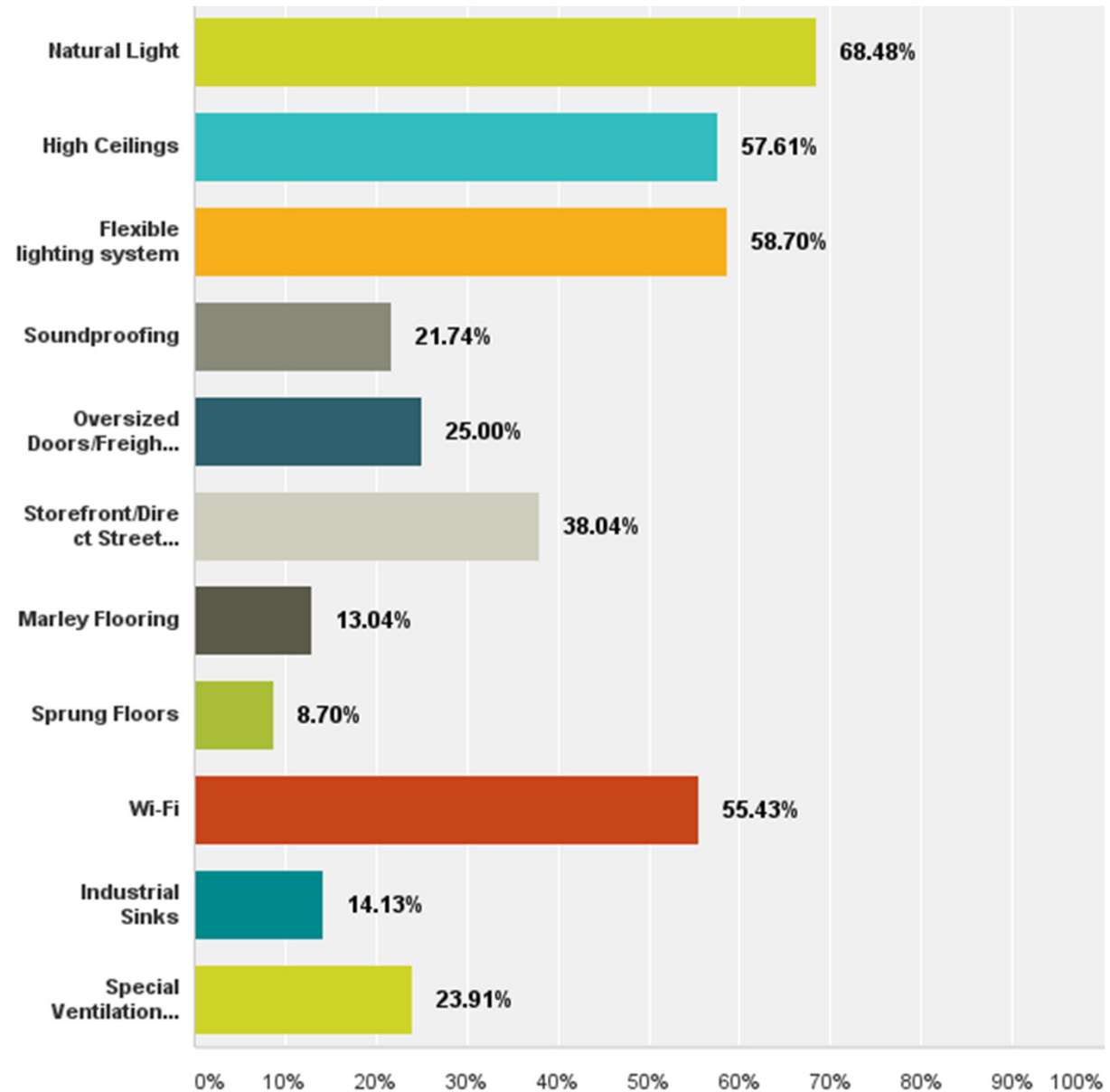


The four types of spaces local artists feel are most important to support their work. Respondents could select four.



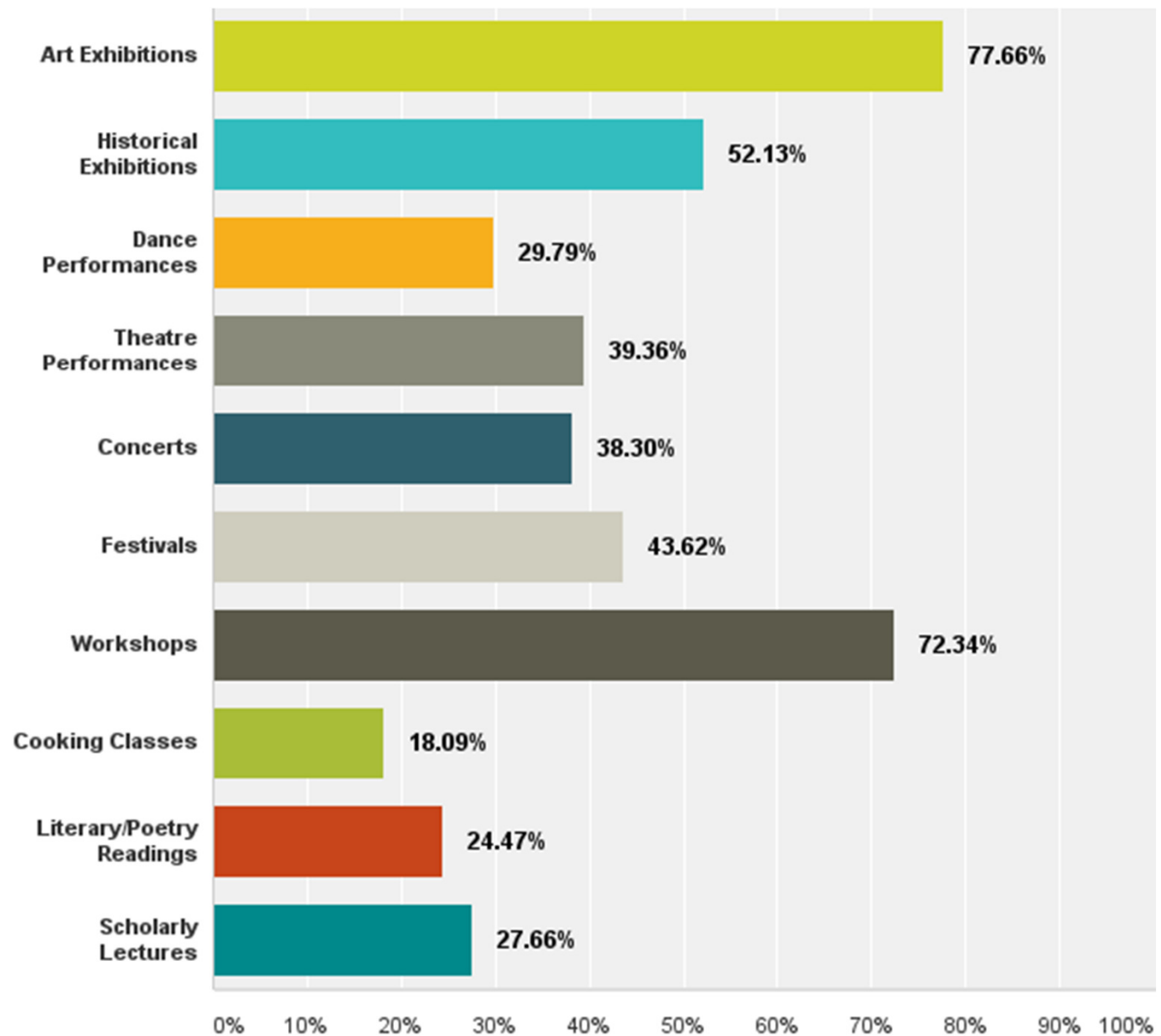


The features/amenities local artists felt were most desirable to creating, rehearsing, exhibiting and/or presenting high quality work in a studio or arts space. Respondents could select four.





The types of programming respondents were most interested in attending at the Hispanic Cultural Center. Respondents could select four.





## **Recommendations**

### **1 The Size of the Hispanic Cultural Center**

- Recommend 40,000 sq. ft. plus

### **2 An appropriate budget for the construction of the Hispanic Cultural Center**

- Use the 5.7 million bond-issued funds to make necessary modifications to use the Abraham Chavez Theatre as the Center
- Make additional improvements to the Theatre in phases based on available funds



## Recommendations

### 3 Resources for enhancing existing budget

- Develop a financial plan that includes a 501(c)(3) foundation, a short and long-range budget program to partner with the City to enhance financial needs

### 4 Facility Program and Amenities

- For example: permanent and traveling art exhibits, art instructions in all mediums, dance, music, festivals, venue for poets and writers, Mexican American history in hard and digital archives, text, visual images, genealogy, and Hall of Honor for Mexican American United States wars heroes and other exemplary leaders.
- Bring major national and international performers, drama, and productions to the theater

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## **Recommendations**

### **5 Types of Services to be Offered within the Hispanic Cultural Center**

- For example: major art exhibits, kitchen facilities specializing in Mexican American cuisine, meeting space, and classes in culinary arts for marketing and enhancing local and regional cuisine

### **6 Recommendations Regarding Funding Opportunities**

- 501(c)(3) funding process to receive local, State, national, and corporate contributions



## **Recommendations**

### **7 Recommendations Regarding Public/Private Partnership**

- Establish the most practical and viable public/private partnership with the City, 501(c)(3) group and private enterprise for funding Center programs and expenses

### **8 Means for Fundraising**

- Create friends of the Center group to work with 501(c)(3) foundation and potential donors to the Center





## **Recommendations**

### **9 Recommendations Regarding the Name of the Hispanic Cultural Center**

- The Mexican American Cultural Center

### **10 Recommendations Regarding the General Location of the Center**

- Recommend that the Abraham Chavez Theater be designated as the Mexican American Cultural Center



# QUESTIONS?

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