



SANTA CRUZ MUSEUM OF ART AND HISTORY

LATINO FAMILIES ETHNOGRAPHY STUDY

FINAL REPORT

DECEMBER 2014

CONTEMPORaNEA



Executive Summary



The Santa Cruz Museum of Art and History (MAH) commissioned an ethnographic study focused on Latino families in three (3) specific neighborhoods in Santa Cruz: Beach Flats, Lower Ocean, and Live Oak. The goals of this study were:

1. Explore and understand the local Latino families' values and motivations associated with cultural and educational experiences in order to increase the Museum's cultural competency and inclusive practices.
2. Identify leisure and recreational choices of Latinos(as) in the city of Santa Cruz and the most effective communication channels among specific sub-segments of the Latino population (Spanish dominant, bilingual, youth, etc.)
3. Examine general perceptions of the MAH, and of downtown Santa Cruz among Latinos(as) in Santa Cruz.

Conclusions:

- Cultural participation is mostly associated to traditional festivities.
- The level of acculturation of these respondents is low, regardless of the number of years living in the U.S, which impacts cultural participation.
- Family unity is fundamental to assure that cultural identity is well-established.
- There are incipient efforts towards experiences bridging other cultures and lifestyles, but those are still intellectual efforts that need an associated emotional component.
- Outdoor experiences provide a sense of safety, expansiveness, and freedom that is deeply meaningful for Latino families in Santa Cruz.
- Establishing trust is a hard and winding road.
- Word of Mouth is by far the most effective way of communication.
- Respondents appreciate and acknowledge Spanish language services, but at the same time they won't openly share their concerns or discomforts.
- MAH awareness and recognition is low.

Recommendations:

- Take the Museum to the community before bringing its members to the site.
- Work with communities in "inculcar" (instill values) family unity, positioning the Museum as a visible ally.
- Engage Latino families as a full unit.
- Take advantage of the strong interest in outdoor activities, and meet Latino families where they are most comfortable.
- It might prove useful to explore a Museum's branding in Spanish.
- Clearly differentiate bonding from bridging experiences, and target different populations in each case.
- Many families might not be interested in modern or contemporary art.

Approach

Objectives



The Santa Cruz Museum of Art and History (MAH) commissioned an ethnographic study focused on Latino families in three (3) specific neighborhoods in Santa Cruz: Beach Flats, Lower Ocean, and Live Oak. The Museum already engages with these neighborhoods through some of its public and educational programs, but the Museum seeks to deepen its understanding of these communities in order to increase its cultural competency and inclusive practices.

This study was conducted by Contemporanea, an audience research and strategy consulting agency, utilizing a qualitative methodology to deeply understand the values and motivations of Latino families related to cultural participation. The study was designed around the following objectives:

1. Explore and understand the local Latino families' values and motivations associated with cultural and educational experiences in order to increase the Museum's cultural competency and inclusive practices.
2. Identify leisure and recreational choices of Latinos(as) in the city of Santa Cruz and the most effective communication channels among specific sub-segments of the Latino population (Spanish dominant, bilingual, youth, etc.)
3. Examine general perceptions of the MAH, and of downtown Santa Cruz among Latinos(as) in Santa Cruz.

This study was conducted during November 2014.

Approach

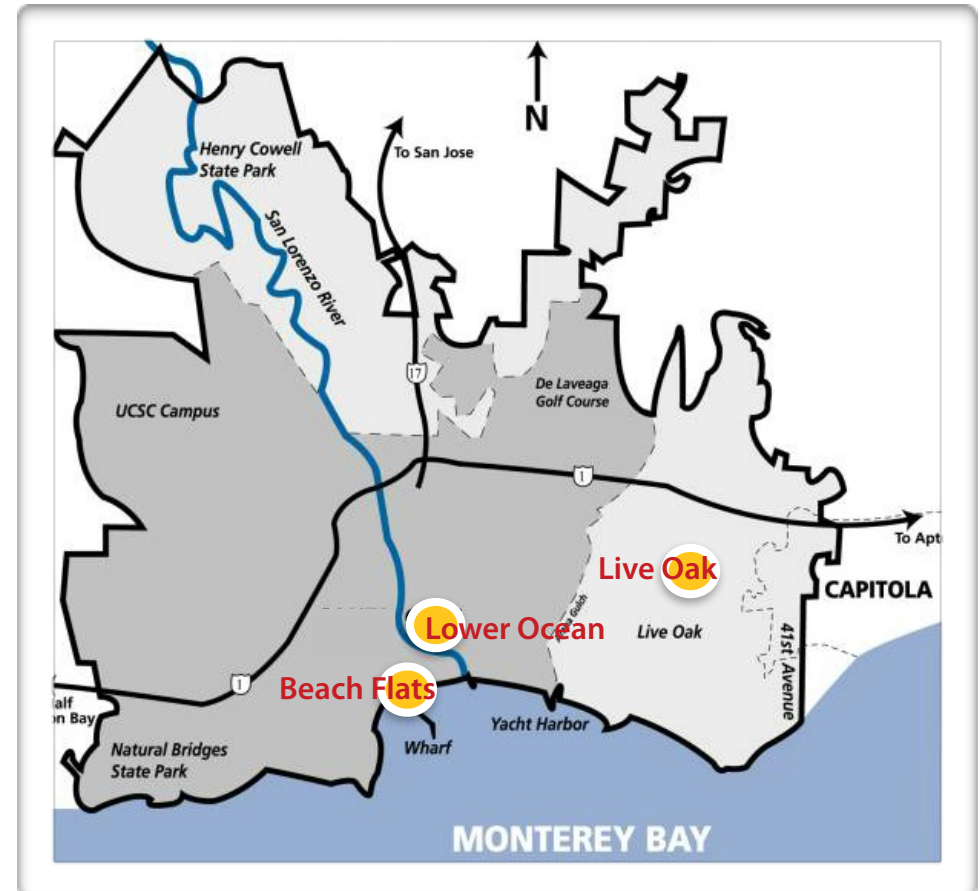


Ethnographic interviews

- 10 in-depth interviews (IDIs) with local residents that identify as Latina/Hispanic/Mexican-Salvadorian.
- Centered on family activities, values, and motivations associated with cultural participation, features of physical places that inspire cultural participation, and perceptions of downtown Santa Cruz and MAH.
- Conducted in either English or Spanish per respondents' preference.
- Informal recruitment via community partners and leaders.

Respondent profiles

- 3 female respondents per neighborhood in Beach Flats and Lower Ocean, and four female respondents in Live Oak.
- Mix of language preference (8 Spanish dominant, 1 bilingual and 1 English dominant).
- Mix of demographic variables (HH income, educational level, number and ages of children at home, etc.)
- All of them active cultural participants, defined in their own terms.
- In one case, the interview included the husband of the respondent.



Demographic Profile



LATINOS IN SANTA CRUZ COUNTY

Population Size

32.9% of total Santa Cruz county population
(4.4 % increase from 2006 - 2012)



Family HH (families) - 83.3%
with own children under 18 - 55.3%
Average HH size - 3.88 people
Average Family size - 4.09 people

Occupation



Natural resources, construction and maintenance- 26.1%
Service -25.4%
Sales and office -17.7%
Management, business, science and arts occupations -15.9%
Production, transportation, and material moving - 15%

Educational attainment - Population 25 and over



Less than 9th grade - 35.5%
9th to 12th - 14.2%
High school graduate - 20.2%
Some college - 14.3%
Associate's degree - 4.7%
Bachelor's degree - 7.8%
Graduate or professional degree 3.3%

Language spoken at home (population 5 years and older)

English only - 21.2%
Spanish - 78.4%
Speak English less than "very well" - 43.3%
(therefore 35.1% is bilingual)



Undocumented immigrants

A study by the Public Policy Institute of California (2011) estimates that 8.2% (21,000 people) of the Santa Cruz county total population are undocumented immigrants. Based on empirical information gathered for this study, this estimate seems low, at least for Santa Cruz city.

Place of origin

Born in the US - 56.4%
Foreign born - 42.8%
Year of entry:
before 2000 - 70%
entered 2000 or later - 30%
Not a US citizen - 76%

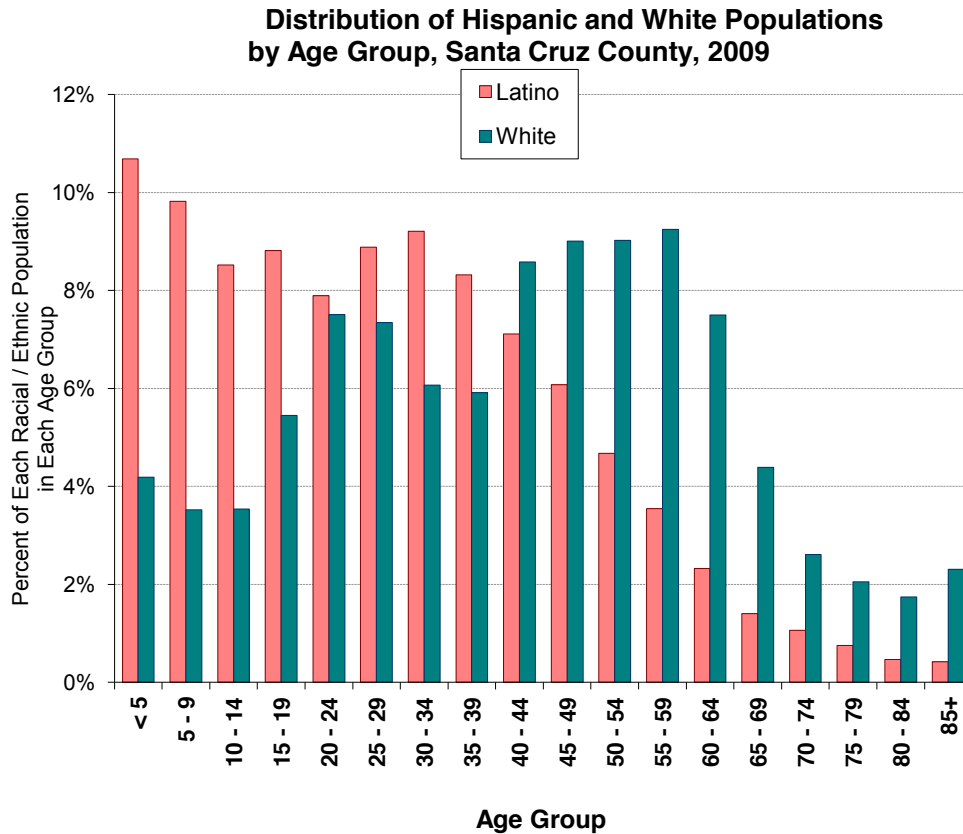


Income

Median HH income: \$49,260 annual
Median Family Income: \$47,414 annual

Source: All data from US Census, ACS 2012, except when noted.

Demographic Profile



Source: Santa Cruz County Community Assessment Project, 2009

Based on the demographics of this population, the average Latino resident of Santa Cruz County:

- has an education of High School or lower
- lives in a family of 4 people or more
- has children under 18 years of age living at home
- is a blue-collar worker
- speaks Spanish at home and has limited proficiency in English
- if born abroad, has been in the U.S. for more than 15 years
- is not a U.S. citizen
- is younger than the average non-Latino White person in Santa Cruz

Findings

Cultural Activities Support Family Unity



Arts and culture are tied to traditional festivities

Respondents in this study strongly associate arts and culture activities with traditional festivities, Dia de los Muertos being one of the most frequently mentioned. Most respondents report the significance of "passing-on" their culture to their children. They feel it is very important to expose their children to the kind of experiences they had growing up and at the same time it gives them pleasure to relive those traditions. While mostly for the children, celebrating traditional festivities is something adult family members also enjoy. There is a strong sense of cultural identity that comes from celebrating these traditions. Almost none of the respondents mentioned being interested in other types of arts and culture activities, such as modern art.

Respondents put utmost importance in family time in order to create family unity. Family unity is their most highly regarded value and one of the best ways to achieve it is through the celebration of traditional festivities that keep their culture alive. There are two main goals in these celebrations:

1. that children know "who they are" and "where they come from" (cultural and ethnic identity), and
2. that they are "protected" from external bad influences (e.g., gangs) that could jeopardize their future.

Most respondents used the word "inculcar", which means "inculcate", to explain the importance of celebrating traditional festivities with their children. "Inculcar" means not only to inform or to pass on, but also to educate by example, focusing on values. By living and enjoying those cultural experiences themselves, parents have the opportunity to instill these values in their children. In addition to family unity and inculcating cultural values, respondents mentioned having fun and being happy as important aspects of cultural experiences.

Even though traditional family values are important for these respondents, very few mentioned religion having a central role in their own lives. Many traditional festivities are based on a religious calendar, yet their way of celebrating them seems to be mostly secular.

Family unity is
a key value of cultural
participation

"So we don't forget"
Respondent

*"...so they [her children]
don't get in trouble..."*
Respondent

"Inculcar": Instill
values through the
celebration of
traditional festivities

Festivities Have Always an Associated Food Tradition



Traditional festivities follow the calendar year

Cultural celebrations usually follow the calendar year and some of the most frequently mentioned were:

- Dia de los Muertos
- Posadas
- Navidad (Christmas)
- Semana Santa (Holy Week)
- Mexican Independence Day
- Cumpleaños (birthday celebrations)
- Quinceañeras and baptisms

Each celebration has specific associated arts and culture activities — from music, crafts, and dances, to the most important of all: food. Preparing unique traditional dishes for each celebration kindles memories from regions of origin and childhood, and also excites pride in "strong, age-old cultural roots." There's always a specific dish associated to each traditional festivity (e.g. "Pan de muerto" for Día de los Muertos, "tamales" or "buñuelos" for Navidad (this might change by region.)

Specific festivals in Santa Cruz, most of them outdoors, associated with traditional celebrations are very appealing to respondents. El Festival del Nopal was mentioned by almost all respondents, as well as a new Dia de los Muertos Festival at El Rosal Bakery in Live Oak. El Festival del Mole, de la Fresa (strawberry), and the Greek Festival were also mentioned several times.

Other activities that are strongly connected with creating family unity were walks in downtown or to the beach, park picnics, hiking trips to local sites, and family and friends gatherings at homes (birthdays, baptisms, quinceañeras, etc.) Day trips outside of Santa Cruz City and County are usually a special occasion. Some destinations mentioned were:

- Monterey Bay Aquarium
- San Jose for concerts
- San Jose restaurants
- Public pools
- SF Zoo

Each celebration has a particular arts and culture component. Food is the most important.

"We make pozole or tamales, and bake bread that is traditional from my hometown"

Respondent

"Sometimes we just go for a walk to downtown or to the beach, but it has to be all of us together..."

Respondent

Bridging Cultures is Important for Some



Cultural Participation Also Includes Bridging Activities

Visiting venues with live animals was also a big attraction: the Monterey Bay Aquarium was frequently mentioned and also the Monterey Bay National Marine Sanctuary and/or the Santa Cruz Museum of Natural History.

Many respondents also reported being interested in other cultures' traditions, events, and celebrations. One of the events frequently mentioned was the Greek Festival where one can be exposed to the "food and culture of other people." Participation in these events is associated with having a healthy curiosity, a well-rounded education, and being part of a larger community. This interest is well established, especially among more acculturated respondents, but at the same time they clearly see a difference between themselves and other event-goers, often feeling like "outsiders."

American cultural celebrations were also mentioned, most frequently Thanksgiving (this was likely because the interviews were conducted near that holiday). All respondents mentioned the importance and value of celebrating these American traditions because "their kids were born and are growing up here" and it is important for them to adapt to and respect that tradition. Most respondents also reported adding "a bit of spice" to the celebrations, including a Mexican touch to food, music, dance, etc. and also focusing on family unity and not on commercial aspects (which they perceive as increasingly common in American celebrations).

"It makes me happy to learn new things"

Respondent

"We celebrate but in our own way"

Respondent

Celebrating American traditions is very important, but they add their own touch.

Enjoying Themselves and Connecting with Others



Latino Events Have "Ambiente"

Regarding differences they perceive between Latino and American events and experiences, respondents reported that Latino events are more fun, emotive, celebratory, and participatory. They tend toward more passive interaction at American events — walking around and observing — as opposed to Latino events where they get excited ("emocionados") and deeply connect emotionally with others.

A key concept for many was "estar de ambiente" which means creating an experience that is fun and enjoyable for everybody, where people can relax and be themselves, and most importantly, where there is an opportunity to deeply connect with others. It is the opposite of "formal" or "curated" (this last term was used by one respondent to describe the differences between Latino and American events). Achieving "ambiente" is something that most respondents seek and strive to experience in events they attend.

Many respondents also reported that the lifestyle most people (including themselves) have in the U.S. of living hectic lives, always running, and focusing too much in materialism, is exactly the opposite of what they find enjoyable in their lives.

"Ambiente" means to have fun, enjoy themselves and deeply connect with others.

"To be informed vs. being excited..."
Respondent

"People make people feel comfortable..."
Respondent

Decision-Making Process is a Family Task



Decision Making Process

Most respondents acknowledged that decisions about cultural and family activities are usually made a week in advance. They go "week by week" in deciding what to do, usually on weekends. When planning a bigger outing, such as a day trip outside of Santa Cruz, three weeks was the longest planning time-frame mentioned. When the activity is related to a specific celebration in the calendar year (e.g., Dia de los Muertos), casual discussion begins weeks in advance, with more detailed planning one or two weeks ahead. More casual activities, such as going to the beach or downtown for a walk, are "spur of the moment."

When it comes to these types of decisions, the whole family is involved. Usually everybody shares their opinions, which are all heard and considered, negotiating details and preferences, compromising when necessary, until finally arriving at a decision that works for everyone. Children's education and "formation" are the most important factors considered when deciding which activities or events to attend, but those are expected to happen in a fun environment, where everybody has a good time. Parents, as well as children, are expected to have fun in any cultural activity.

Usually just one of the parents has the final word in these decisions. In some cases it is the father, but most often it is the mother who has final say, regardless of whether there is a cost to the activity/event. Household economy is an important consideration, and is carefully weighed, but it is not the only variable at play. Family unity and fun rate higher in the decision making process. It is important to mention that many respondents described financial considerations as a weekly issue. This could be because most of the families interviewed collect wages on a weekly or even daily basis.

"Everybody has to be on board"

Respondent

"There must be a benefit for everyone... It's difficult"

Respondent

Everybody has to be on board and there must be a benefit for all in the activities they do as a family.

Communication Channels Are Mostly Interpersonal



Channels of Communication

Word of Mouth (WOM) is by far the most recurrent and effective communication channel for all the respondents interviewed. Friends, family, neighbors, co-workers, social services providers, school staff, church goers and staff, were all mentioned as sources of information regarding cultural activities. Most interactions are casual, face-to-face conversations, with the exception of some formal meetings at community centers. Word of Mouth conversations spill into social media channels, and Facebook is the channel used almost exclusively (in just one case did a respondent report using Instagram to get event information from friends). Nearly half of respondents use Facebook/social media, while the rest reported very low computer skills (although some of them access information via the internet through their children). On a related note, almost all reported an increasing enthusiasm for texting. Email lists are not very common.

Flyers on physical message boards around the neighborhood are also very effective (laundromats, corner stores, schools, churches, etc.) and respondents appreciate the fact that they can find valuable information while they perform their regular activities.

Mass communication channels seem to be effective for larger, more organized type of events, like festivals. TV (most often Univision) and some radio stations (e.g., El Trancazo) are somewhat effective, although not widely used for this purpose. A local newspaper (Good Times) was mentioned twice (the only media outlet in English referenced). Spanish is used almost exclusively to get information.

Word of mouth is king

"Word gets out and everybody gets excited..."

Respondent

"I'm always on the lookout for announcements [flyers] everywhere I go..."

Respondent

The Importance of the Outdoors Physical Space



Favorite Places

Latino families interviewed highlighted numerous factors that contribute to their feelings of comfort in a physical space, but some of the most important are:

1. Outdoors
2. Spanish language communications available
3. Safety

1. Outdoors

Most respondents reported a strong preference for outdoor activities. Among some of the reasons are:

- Sense of freedom
- Being able to leave at any time without having to explain or be noticed
- Possibility of letting the children roam free
- Feeling the elements (sun, wind, etc.)
- Connection to traditional festivities in their countries of origin

One possible explanation for this is the fact that most respondents live in rather small spaces and they enjoy the expansiveness that an outdoor experience provides. This is particularly pronounced for those respondents who grew up on farms and ranches in Mexico or Central America. Many respondents reported feeling "happy", "free", and "carefree" in the outdoors. Another positive aspect, particularly of outdoor festivals, is the ability to interact with a lot of people. Some of the outdoor festivals mentioned were the Nopal, Mole, Strawberry (fresa), Garlic, Greek, Gay Pride, Glow, Dia de los Muertos, and parades.

Outdoor events and programs makes Latino families feel comfortable, connected and safe.

"Indoors I feel asphyxiated, like I'm in a cage..."

Respondent

"I like to feel the sun and the wind, makes me feel free and happy"

Respondent

A Sense of Comfort is Important



Another important aspect of outdoor experiences is the diluted responsibility towards the "host." In an outdoor setting there is nobody checking or even noticing when attendees come or go, so they feel free to leave at any time without feeling that they have to "be nice" to the host. An example of this was reported by a respondent who said that they stayed at an event in a cultural center much longer than they would have liked just so they didn't "offend" the people at the door. When prompted about whether they had a relationship with the organizers or the staff working at the doors, she explained that she didn't want the staff to notice they were leaving early and "hurt their feelings" after all the hard work they put into organizing the event.

Respondents notice and place importance on those who organize events. Many reported feeling appreciative yet a bit uneasy seeing "Americans" (non-Latino Whites) organizing events focused on Mexican culture. They appreciate and feel proud that people who are not Mexican (or Latino) take the time to understand Mexican culture and promote it, but at the same time they sense that "something is lost", that the event is not as authentic because the organizers are not Mexican or Latino themselves.

2. Spanish Language Communications

Spanish is crucial for the audience interviewed, most of whom have very limited capacity to speak English. The need to rely on Spanish to communicate is very high among respondents, but there are nuances to this need:

- Respondents strongly prefer interacting with staff who speak Spanish over other types of collateral communication (signage, brochures, flyers, posters, etc) BUT that doesn't mean that collateral is not important.
- Collateral materials fill an important need for reference after the event and sharing with family and friends
- The attitude of Spanish speaking staff is also very important. Most respondents expressed feeling vulnerable by not being able to communicate in English, thus they are more sensitive to how they are treated.

Respondents reported being always very polite to and appreciative of people who speak Spanish to them. At the same time, if there are no Spanish-speaking staff, that decreases the chance that respondents would use their services.

"If it is a Latino event, you want everything to be Mexican, to be authentic..."

Respondent

Spanish speaking staff is very important, but that doesn't mean that Spanish collateral is not important.

"If they don't treat me well, I don't come back, not even to collect my change..."

Respondent

A Sense of Comfort is Important



3. Safety

Even though personal safety was not one of the primary factors mentioned by most respondents, the strong reactions from many of them when queried makes it important to highlight. Most respondents reported feeling generally safe everywhere they visit, including arts and culture events, but they also "keep an eye open" at all times. Some respondents reported experiencing gang activity in their neighborhoods even though most admit that gangs are less of a problem now than a few years back.

Related to the sense of safety, is the control of alcohol at events. Several respondents reported being uncomfortable attending public events at which people became intoxicated and posed a safety threat, in addition to being a bad influence on children who witnessed those situations.

"You never know what can happen, that's why you always have to be on the lookout..."

Respondent

Downtown Santa Cruz Is For Everybody



Downtown

Generally speaking, downtown Santa Cruz is a place enjoyed and sought after by our respondents. All of them had direct experiences in downtown, and some of the most recurrent activities were family walks on a Sunday, going to the movies, going window shopping, for a coffee or an ice cream, etc. Several mentioned the lack of affordable restaurants and/or food they like, so occasions for a meal are not frequent.

Most comments about downtown were positive. Some of the things that they appreciate most are:

- Diversity of visitors
- Street musicians
- Window shopping
- Strolling the streets with family and friends
- Local crafts for sale

Some of the perceived negative aspects they cited were:

- Safety hazards at night
- Homeless people
- Overpriced stores

Perceptions are mostly positive because the perception is that downtown Santa Cruz is a family friendly place, and all respondents also feel that it is a place where Latino and a variety of families belong. All respondents were emphatic in that it is a place for all kinds of people, and that is one of the most valued aspects of downtown.

Downtown is a place where they feel they belong and they appreciate the diversity of people there.

"I always see a lot of people there and I feel happy..."

Respondent

MAH Represents an Opportunity



Museum of Art and History (MAH)

Regarding respondents' awareness of and familiarity with MAH, we received a wide spectrum of responses, from being very familiar with its programs and exhibits to a complete ignorance of its existence. Despite reported familiarity, there was still some confusion: some respondents mentioned having a good time enjoying dinosaurs or live animal exhibits, and when asked for clarification about the location of the museum on Front St., they still claimed having visited MAH.

The few respondents that had a higher awareness of MAH have positive perceptions of its programs and exhibits. They acknowledge the increasingly important role that the Museum plays in the community at large, themselves included, although they also acknowledge its presence among Latinos is still low and there's much work to be done. Some of them would like to see more Latino/Mexican-specific programming, although they are also interested in many types of art and programs.

Few respondents reported having experiences at museums in their youth, and even those who had acknowledged that it is not an activity they commonly do with their own families. For many, the behavioral code is unfamiliar and they described stereotypical museum experiences, mostly contemplative and passive. At the same time, they acknowledge that visiting museums could be an educational activity that their children would benefit from, but none of them spontaneously reported a visit to a museum.

Many respondents mentioned their children attending school field trips to MAH and hearing positive comments about it (although none of them was able to describe specific programs or exhibits that their children recounted). All of those mentioning their children's field trips also mentioned being curious about visiting MAH with their own families, but when asked why they hadn't yet visited, they reported being busy or just not able to find the "right opportunity" to do it.

Awareness and recognition of MAH is low, but so it is for most museums.

"Museums?...No, never. [The only thing you do there] it's walking and looking at things..."

Respondent

"My children want to touch everything and what if they break something?..."

Respondent

Obstacles for Participation are Perceptual



Most respondents gave polite explanations as to why they haven't yet visited MAH despite reporting interest, but when probed deeper they mentioned the following obstacles for participation:

- not finding the proper opportunity
- museums are boring places
- children get restless in confined environments
- children don't want to go

Despite the low awareness of MAH's programs and exhibits, respondents feel that it is a place where Latino families, like theirs, belong and would benefit from participation. This might be a perception that comes from associating MAH with downtown Santa Cruz and also from their interest in being active members of the community at large.

Obstacles for participation are not only related to their children, it is also part of their own perceptions and or experiences.

"I'd like to go, but I just haven't had the opportunity..."

Respondent

Conclusions and Recommendations

Conclusions



Based on demographic data and study findings, the level of acculturation of these respondents is low, regardless of the number of years living in the U.S. Most respondents were Spanish dominant and foreign born, and all of them are strongly oriented towards Latino/ Mexican-centric activities and experiences. For these respondents cultural participation is primarily a way to create and negotiate their ethnic and cultural identity.

Family unity is fundamental to assure that cultural identity is well-established. Parents fear that without the right amount of exposure to Mexican / Latino culture, children might get confused about who they are and their own heritage. For parents it is also important to maintain their identities as immigrants.

There are incipient efforts towards experiences bridging other cultures and lifestyles, but those are still intellectual efforts that need an associated emotional component. American traditions (Thanksgiving, Halloween, Easter, 4th of July, etc.) are the closest to achieving an emotional component, and celebrations are adapted to Latino families' own interests and preferences (Latinization of American traditions).

Outdoor experiences provide a sense of safety, expansiveness, and freedom that is deeply meaningful for Latino families in Santa Cruz. Most cultural activities for these families occur at outdoor festivals, which have the value of being free, participatory, self-curated, and unstructured.

Establishing trust is a hard and winding road. Information is acquired not only through trusted channels, but also shared among individuals. Traditional channels of communication are somewhat effective, but the role of influencers (friends, family, community leaders, school leaders) is fundamental. New experiences must be communicated via trusted influencers in order for them to be considered and tried.

Word of Mouth is king. In some cases word of mouth spills into social media channels, mostly Facebook, but penetration is still incomplete (many respondents do not use computers or smartphones at all). Texting is increasingly used by most respondents and is a good tool for interpersonal communication.

Being polite carries strong cultural currency. Respondents appreciate and acknowledge Spanish language services, but at the same time they won't openly share their concerns or discomforts; they would discreetly leave and probably never return to a place where they don't feel accepted.

MAH awareness and recognition is low. One of the most recurrent sources of awareness are school field trips, but those are not enough to provide recognition of the Museum's programs and exhibits or to ignite active participation on-site. There is confusion with other museums.



Recommendations

Take the Museum to the community before bringing its members to the site. This is most likely already happening through the Museum's public and educational programs, but it is important to develop a good relationship with community members before attempting direct, active participation at the site. It is also crucial to work on increasing awareness and recognition of MAH in particular, since museums in general are not on the community's radar, and MAH in particular seems to have low recognition in their minds.

Work with communities on "inculcar" family unity values, positioning the Museum as a visible ally. Communities should be in charge of creating their own arts and culture experiences following their own organic processes, and the Museum should be a strong ally in facilitating this work. The difference between being a "partner" or an "ally" to these communities will come from the recognition among members that the Museum understands what is most essential to them.

Engage Latino families as a full unit. One of the reasons why Latino families are so focused on family unity is because they feel the pull in different directions that naturally comes from the immigration experience and the different positions that children and adults hold with regard to acculturation, language capabilities, education, occupation, etc. The Museum should be an ally to parents in facilitating the family unity that is such a priority, creating multi-generational, cross-cultural experiences that are a reflection of these families. This is also relevant considering that decisions regarding cultural participation are negotiated among the whole family.

Take advantage of the strong interest in outdoor activities, and meet Latino families where they are most comfortable. Identify a particular Latino/Mexican festivity and work with community leaders and organizations to position MAH as a strong partner in its celebration. Create a participatory experience that has "ambiente," bringing to life all the values identified in this report. This will increase recognition by positioning the Museum right at the center of what is important for them.

It might prove useful to explore a Museum's branding in Spanish. While it is essential to maintain a unified brand, introducing elements that speak directly to Spanish speakers will send a strong message of inclusion and welcoming.

Clearly differentiate bonding from bridging experiences, and target different populations in each case. Bonding experiences are the most recognized and sought-after by the target communities, yet there is an incipient interest, especially from more acculturated individuals, towards getting to know and understand other cultures, most importantly American culture. Be careful to treat these two interests as unique when planning engagement. One way to start the process of bridging for many families would be to focus on "American" celebrations and festivities, since there is already interest and families recognize their importance. For many it may be interesting to learn the origins of those celebrations (Thanksgiving, Halloween, Easter, etc.).

Many families might not be interested in modern or contemporary art. That doesn't mean that the Museum should only reach out to Latino families for Latino programming. Consider planning ways to introduce Latino families to new types of experiences that they might not otherwise be familiar with.

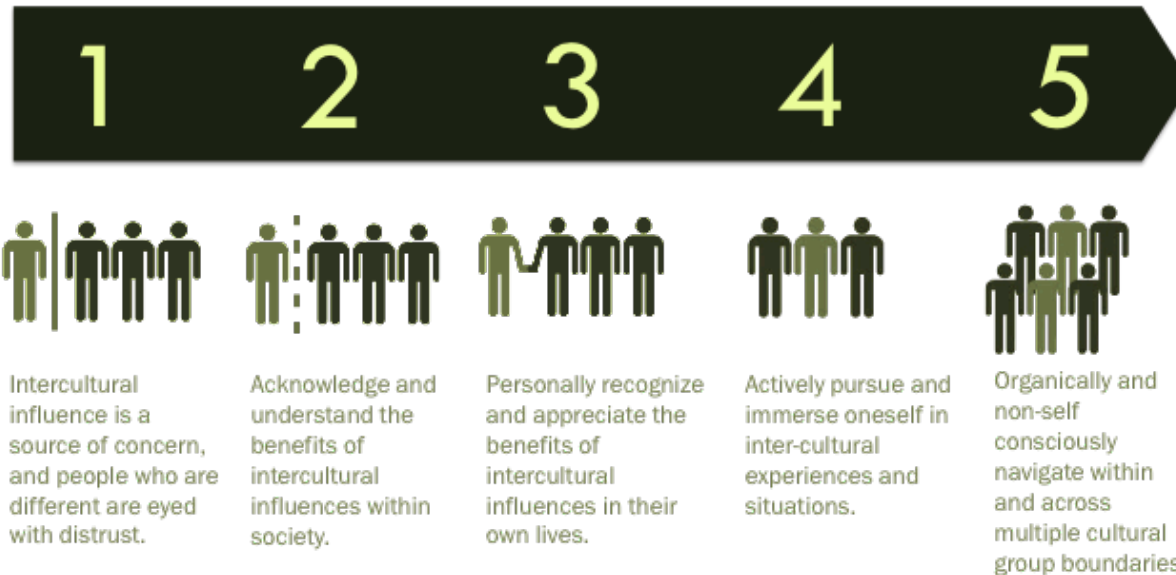
Assess the Community's Cultural Openness



The same way we can assess the level of cultural openness of an individual or an organization, we can understand where a community falls in their willingness and openness to engage with people and organizations they perceive to be different from themselves. Based on the data gathered for this study we could say that the Latino families in the Live Oak, Beach Flats and Lower Ocean communities fit between numbers 1 and 2 of the Main Stages of Cultural Openness described below.

It could prove useful for MAH to evaluate where the Museum's organizational culture falls in this scale, and try to use its own experience to develop programs and exhibits that would facilitate this process among Latino families.

THE 5 MAIN STAGES OF CULTURAL OPENNESS



Source: Cheskin- Added Value, 2013.

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