LUPEC Mariachi Program
Mission, Vision, and Goals

PROGRAM HANDBOOK

Our Mission

The LUPEC Mariachi Program provides a safe, welcoming, and culturally affirming after-school environment where Hispanic/Latino youth can discover their voice, celebrate their cultural heritage, build meaningful relationships with young people from many cultures, and experience the joy and pride of making mariachi music.

We believe every young person deserves to feel that **they belong, that their culture matters, that their voice has value, and that they have a place in our community.**

Through mariachi, we help students develop confidence, discipline, teamwork, creativity, cultural pride, and a sense of belonging while providing a safe place for them to learn and grow when their parents are working.

Our Vision

We envision a community where Hispanic/Latino youth do not have to choose between their cultural identity and belonging in the larger society.

Instead, they can stand proudly in both worlds—knowing where they come from, understanding the value of their heritage, respecting the cultures of others, and using their own voices to contribute to the community.

We want to hear **mariachi music from their hearts**—music that reflects not only what they have learned to play, but who they are becoming.

Our Purpose

The LUPEC Mariachi Program exists to:

- **Create Belonging:** Help young people feel accepted, valued, and connected to others.
- **Affirm Culture:** Provide Hispanic/Latino youth with meaningful opportunities to learn, experience, and celebrate their cultural heritage.
- **Develop Voice:** Help youth discover that their experiences, ideas, stories, and voices matter.

- **Build Confidence:** Give students opportunities to perform, lead, take risks, overcome challenges, and experience success.
- **Build Bridges:** Bring young people from different cultural backgrounds together through music, friendship, and shared experiences.
- **Provide Safety:** Offer a caring, structured, and positive place for students to be after school while their parents are working.
- **Develop Musicianship:** Teach students the skills, discipline, commitment, and teamwork necessary to become mariachi musicians.
- **Inspire Joy:** Create an environment where students experience the happiness and emotional power of making music together.

Our Goals

The program will use enrollment, attendance, participation, student/family feedback, musical progress, performance participation, and other appropriate program data to monitor progress toward these goals.

Goal 1 – Belonging
Students will report an increased sense of belonging, acceptance, and connection to the mariachi program and their peers.

Goal 2 – Cultural Pride
Students will demonstrate increased knowledge of and appreciation for Hispanic/Latino cultural traditions, history, music, and heritage.

Goal 3 – Youth Voice and Confidence
Students will demonstrate increased confidence in expressing themselves, performing, communicating, and participating in group activities.

Goal 4 – Cross-Cultural Relationships
Students will have meaningful opportunities to interact respectfully with peers from different cultural backgrounds and develop an appreciation for cultural differences and similarities.

Goal 5 – Safe After-School Environment
Students will have access to a consistent, supervised, caring, and positive environment during after-school hours.

Goal 6 – Musical Growth
Students will demonstrate measurable growth in their ability to play a mariachi instrument,

understand mariachi music, perform as part of an ensemble, and contribute to the musical group.

Goal 7 – Family and Community Engagement
Families and community members will have opportunities to participate in performances, celebrations, cultural activities, and other experiences that strengthen connections between youth, families, and the community.

What We Believe

At LUPEC, we believe that **culture is not a barrier to overcome—it is a source of strength.**

We believe that music can give a young person a voice when words are difficult.

We believe that a child who feels that they belong is more willing to learn, participate, take risks, and believe in themselves.

We believe that Hispanic/Latino youth should be able to look at their heritage with pride while also developing the confidence to participate fully in the broader community.

And we believe that when a young person picks up a mariachi instrument, something more important than music can begin to happen:

They begin to discover their voice.
They begin to discover their culture.
They begin to discover their place.
And they begin to discover that their voice matters.

MOST IMPORTANTLY THEY HAVE NO TIME AND NO NEED FOR NEGATIVE BEHAVIORS LIKE GANGS, DRUGS, AND VIOLENCE!

Stakeholder Involvement in Planning, Decision-Making, and Evaluation

LUPEC Is the Community

LUPEC believes that the people closest to young people should have a meaningful voice in decisions that affect them.

LUPEC is the community.

Our organization is made up of community members who care deeply about the educational, cultural, and personal development of Hispanic/Latino youth. Much of our work is provided by community members who volunteer their time and talents because they believe in our mission—not because they are paid to do so.

This community ownership is an essential part of the LUPEC Mariachi Program.

Youth and Family Voice

Students and families are important partners in determining the direction of the program. We will seek their input through conversations, surveys, family meetings, student feedback, informal discussions, and program evaluations.

Youth will have opportunities to provide input about:

- Their experiences in the program
- Music and instruments they are interested in learning
- Performance opportunities
- Activities and cultural experiences
- Relationships with instructors and other students
- Their sense of safety and belonging
- What they would like to see improved

Families will be encouraged to provide feedback about their children's experiences, program needs, communication, scheduling, performances, and opportunities for greater family involvement.

Staff and Volunteer Voice

Because the program is built on community involvement, staff and volunteers will play an important role in planning, decision-making, and evaluation.

Staff and volunteers will be encouraged to share:

- Ideas for improving instruction
- Concerns about student needs
- Suggestions for activities and performances
- Observations about student growth
- Ideas for strengthening family and community involvement
- Recommendations for improving program operations

LUPEC will create opportunities for staff and volunteers to participate in regular reflection and program planning.

Community Voice

LUPEC will continue to listen to the broader community as the mariachi program develops.

Community organizations, educators, musicians, cultural leaders, businesses, and other partners may contribute ideas, resources, expertise, and opportunities for our students.

We believe community partnerships should be reciprocal. We are not simply asking the community to support our program. **We are building the program together.**

Growing With Our Community

As the LUPEC Mariachi Program grows, we recognize that additional paid staff may eventually be necessary.

When hiring staff, LUPEC will seek individuals who:

- Believe in the dignity and worth of every young person
- Respect and value Hispanic/Latino culture and other cultures
- Believe in creating a sense of belonging
- Are committed to youth development
- Demonstrate respect for families
- Understand the importance of community
- Support the mission and values of LUPEC
- Are willing to listen to youth and families
- See music as a means of developing the whole child, not simply musical skills

We will hire for both competence and character.

We want the people who work with our students to understand that they are joining a community—not simply taking a job.

Long-Term Planning

LUPEC will use information gathered from youth, families, staff, volunteers, community partners, and program data to guide long-term planning.

Planning will consider:

- Student enrollment and participation
- Attendance and retention
- Student musical growth
- Student and family feedback
- Sense of belonging and cultural connection
- Performance opportunities
- Community participation
- Staffing and volunteer needs
- Financial and resource needs
- Opportunities for program expansion

As the program develops, LUPEC will regularly ask:

What are our young people telling us?
What are our families telling us?
What is our community telling us?
What does the evidence tell us?
And what do we need to do next?

Our Commitment to Shared Ownership

The LUPEC Mariachi Program belongs to the community.

We will strive to ensure that decisions are not made solely by organizational leaders or program staff. Instead, we will create opportunities for the people who experience, support, and invest in the program to help shape its future.

Our goal is to build a program that grows **with the community, from the community, and for the community.**

When our young people have a voice in the program, the program becomes stronger.
When families have a voice, the program becomes more connected.
When the community has a voice, the program becomes sustainable.

School and Community Collaborations and Partnerships

The LUPEC Mariachi Program recognizes that young people thrive when schools, families, community organizations, cultural institutions, and caring adults work together.

Because our mission extends beyond teaching music, LUPEC intentionally develops partnerships that provide students with opportunities to learn, perform, build relationships, experience different cultures, and see themselves as valued members of the community.

Our Partnership Philosophy

We seek partnerships that are purposeful and connected to our mission and goals. Each partnership should provide meaningful benefits to youth and strengthen the quality of the mariachi program.

Our partnerships may support:

- Cultural pride and identity
- Youth voice and leadership
- Musical development
- Academic and personal growth
- Cross-cultural understanding

- Family engagement
- Safe after-school opportunities
- Community service and civic engagement
- Performance and enrichment opportunities
- Mentorship and positive adult relationships

School Partnerships

LUPEC will work with local schools and educators to identify opportunities for students to participate in the mariachi program.

School partnerships may include:

- Sharing information about the program with students and families
- Recruiting students who may benefit from participation
- Coordinating after-school schedules and transportation when possible
- Providing opportunities for students to perform at school events
- Collaborating with teachers and school staff to support student participation and success
- Connecting students and families with additional educational and community resources

The program will strive to make participation accessible to students regardless of their previous musical experience.

Community Partnerships

LUPEC will develop relationships with organizations and individuals who can contribute to the development of our youth and the quality of the mariachi program.

Potential partners include:

- Hispanic/Latino community organizations
- Cultural and arts organizations
- Local businesses
- Colleges and universities
- Music educators and professional musicians
- Other youth-serving organizations

- Community and civic organizations
- Foundations and grant-making organizations
- Local government and community agencies
- Other cultural and performing arts programs

These partnerships may provide instructors, mentors, performance opportunities, instruments, financial support, educational experiences, cultural programming, scholarships, or other resources that directly benefit students.

Cultural and Cross-Cultural Partnerships

An important part of our mission is helping Hispanic/Latino youth develop pride in their heritage while building relationships with people from many different cultures.

For this reason, LUPEC will intentionally seek opportunities for mariachi students to perform for and interact with diverse audiences.

Students may participate in:

- Community festivals
- Cultural celebrations
- School performances
- Concerts
- Community service activities
- Cultural exchange experiences
- Collaborative performances with other youth organizations
- Events that bring different cultural communities together

These experiences allow students to share their culture rather than simply learn about it. They also give other members of the community an opportunity to experience Hispanic/Latino culture through the music and voices of young people.

Family Partnerships

Families are essential partners in the success of our students.

LUPEC will encourage families to:

- Attend performances and celebrations

- Support consistent student attendance
- Communicate with program staff
- Encourage students to practice and participate
- Share cultural knowledge, traditions, and experiences
- Volunteer when possible
- Provide feedback about the program

We recognize that families bring knowledge and experiences that strengthen the program.

Partnership Quality

LUPEC will periodically review its partnerships to determine whether they are helping the program accomplish its mission and goals.

We will consider:

1. **Does the partnership benefit youth?**
2. **Does it support our mission?**
3. **Does it strengthen program quality?**
4. **Does it provide meaningful opportunities rather than simply increasing the number of partners?**
5. **Does it promote respect for students, families, and cultures?**
6. **Does it provide opportunities for students to develop their voice, confidence, skills, or sense of belonging?**

The program will maintain appropriate records of significant partnerships, collaborative activities, performances, and other community engagement opportunities.

Our Commitment

LUPEC believes that a mariachi program can be more than an after-school activity.

It can be a bridge between a child, a family, a school, a culture, and a community.

Through intentional partnerships, we seek to create opportunities where our young people are not simply performing for the community—they are **becoming part of the community.**

Community Leadership, Advocacy, and Program Support

LUPEC believes that strong youth programs are strengthened when community leaders, organizations, schools, businesses, and families work together.

LUPEC is a community-based organization, and our relationships within the community are an important part of our ability to advocate for young people and support their success.

Building Relationships Throughout the Community

LUPEC works with a variety of community partners, including:

- Local youth and cultural programs
- Community-based organizations
- City leadership and local government representatives
- Schools and educational organizations
- Colleges and universities
- Local businesses
- Arts and cultural organizations
- Community leaders
- Families and volunteers

These relationships allow LUPEC to connect young people with opportunities and resources that extend beyond the mariachi classroom.

Advocacy for Youth

LUPEC advocates for opportunities that allow Hispanic/Latino youth to be seen, heard, respected, and included in the broader community.

Through relationships with community leaders and organizations, LUPEC seeks opportunities for students to:

- Perform and share their cultural heritage
- Participate in community events
- Develop leadership skills
- Build relationships with people from different backgrounds
- Access educational and cultural opportunities

- Receive mentorship and encouragement
- Become active contributors to their community

We want our young people to experience themselves not as visitors to their community, but as **valued members and future leaders of it.**

Supporting the Mariachi Program

Community relationships also help strengthen the quality and sustainability of the LUPEC Mariachi Program.

Partners may support the program through:

- Performance opportunities
- Scholarships or financial assistance
- Instruments and musical resources
- Volunteers and mentors
- Educational opportunities
- Cultural experiences
- Transportation or logistical support
- Facilities and event space
- Public recognition and community awareness
- Business and organizational sponsorships

LUPEC will continue developing relationships with organizations and individuals who share our commitment to young people and who can contribute to the growth of the program.

Relationships With City Leadership

LUPEC maintains relationships with local city leadership and community representatives to increase awareness of the needs, contributions, and accomplishments of Hispanic/Latino youth.

These relationships provide opportunities for LUPEC to bring youth and community perspectives to conversations about education, culture, recreation, arts, and community development.

When appropriate, students may also have opportunities to participate in community events involving local leaders, allowing them to experience firsthand how young people can have a voice in their community.

Business and Educational Partnerships

Local businesses and educational institutions are important partners in building a strong community network.

LUPEC will seek opportunities to work with businesses that recognize the value of investing in youth and cultural programs.

Educational partnerships may provide access to educators, musicians, facilities, mentors, performances, college experiences, and other opportunities that support student development.

Sustaining Community Support

As the mariachi program grows, LUPEC will continue to nurture relationships rather than simply collect partners.

We will strive to:

1. Communicate regularly with community partners.
2. Invite partners to performances and cultural events.
3. Share student accomplishments and program outcomes.
4. Recognize the contributions of volunteers and supporters.
5. Seek feedback from partners.
6. Identify opportunities for mutually beneficial collaboration.
7. Maintain relationships beyond individual events or funding requests.

Our Commitment

LUPEC believes advocacy begins with relationships.

When the community knows our young people, hears their music, sees their accomplishments, and listens to their voices, opportunities for young people grow.

Our goal is to build a community network that supports the young musicians of LUPEC today while helping them develop the confidence, relationships, and voice to become contributors and leaders in the future.

Funding and In-Kind Resources for Sustainability

LUPEC recognizes that a sustainable youth program requires diverse sources of financial, community, and in-kind support.

The LUPEC Mariachi Program works to develop multiple funding and resource relationships so that the program can continue serving young people and grow over time.

Diverse Funding Sources

LUPEC seeks financial support from a variety of community sources, including funding opportunities available through **Weber County and Ogden City**, as well as other appropriate public, private, nonprofit, business, and community sources.

By pursuing multiple funding opportunities, LUPEC seeks to reduce dependence on any single source of funding and create a more stable foundation for the mariachi program.

Funding may support:

- Musical instruments and equipment
- Instruction and educational materials
- Student performances
- Transportation
- Scholarships and student participation
- Facilities and program space
- Program supplies
- Community events
- Staff and instructor costs as the program grows

In-Kind Community Support

Financial resources are only one part of sustainability.

LUPEC also relies on the generosity and participation of community members and organizations that provide **in-kind resources and volunteer support**.

These resources may include:

- Volunteer hours
- Musical instruction and mentoring
- Instruments and equipment
- Performance venues

- Meeting and rehearsal space
- Transportation assistance
- Professional services
- Event support
- Food and refreshments for activities
- Printing and promotional assistance
- Donations of supplies and materials

The contributions of volunteers are particularly important because LUPEC is a community-based organization whose members give their time and talents to support the community.

Building Long-Term Sustainability

As the mariachi program grows, LUPEC will continue to develop relationships with funders, businesses, community organizations, schools, families, and individual supporters.

LUPEC will:

1. Identify and pursue diverse funding opportunities.
2. Maintain relationships with Weber County and Ogden City funding sources.
3. Seek business and community sponsorships.
4. Pursue grants appropriate to youth, education, arts, culture, and community development.
5. Encourage individual and family support when appropriate.
6. Document and recognize volunteer and in-kind contributions.
7. Monitor program expenses and available resources.
8. Use resources responsibly and in ways that directly support youth and the program mission.

Our Commitment

LUPEC believes sustainability is not simply about having enough money to operate.

Sustainability means building a community that believes in its young people and is willing to invest its time, talent, resources, and relationships in their future.

Our goal is to develop a strong and diverse support network so that the LUPEC Mariachi Program can continue providing young people with a safe place to belong, a culture to celebrate, a community to connect with, and music to carry in their hearts.

Annual Program Evaluation, Assessment, and Continuous Improvement

LUPEC is committed to maintaining a high-quality mariachi program and to continually improving the experiences and outcomes of the young people we serve.

Program administration will participate in **all required annual program evaluations, assessments, reporting processes, and ongoing improvement activities** associated with the program and its funding and community partnerships.

Using Evaluation for Improvement

LUPEC views evaluation as an opportunity to learn and improve rather than simply as a compliance requirement.

Information gathered through evaluation and assessment may include:

- Student participation and attendance
- Student musical progress
- Student and family feedback
- Student sense of belonging and safety
- Family engagement
- Program participation and retention
- Performance opportunities and participation
- Staff and volunteer feedback
- Community partner feedback
- Program strengths and areas for improvement

Program leadership will review available information and use it to identify areas where the program can be strengthened.

Continuous Improvement

Based on evaluation findings, LUPEC may make adjustments to:

- Program activities
- Instructional practices
- Student support
- Family communication
- Scheduling
- Recruitment and retention
- Community partnerships
- Staff and volunteer development
- Use of resources
- Performance opportunities

As the program grows, LUPEC will establish appropriate procedures for documenting improvements and monitoring whether changes are producing the intended results.

Our Commitment

LUPEC will meet all required annual evaluation and assessment expectations while maintaining a culture of continuous learning.

We will listen.
We will learn.
We will improve.

Most importantly, we will use what we learn to create a stronger program and a better experience for the young people who trust us with their time, their talents, and their music.

Multiple Data Sources for Program Design, Enhancement, and Evaluation

LUPEC recognizes that no single source of information can tell us whether the mariachi program is meeting the needs of our young people and community.

The LUPEC Mariachi Program will utilize **multiple sources of information and feedback** to guide program design, enhancement, evaluation, and ongoing improvement.

Sources of Information

Depending on the program's size and needs, LUPEC may collect and review information from:

- Student enrollment and participation
- Student attendance and retention
- Student musical progress
- Student feedback and surveys
- Student conversations and reflections
- Family feedback and surveys
- Family participation in program activities
- Staff and instructor observations
- Staff and volunteer feedback
- Community partner feedback
- Performance participation
- Community event participation
- Program records and reports
- Grant and funding requirements
- Information from schools and educational partners, when appropriate and permitted
- Community needs and observations

Listening to Our Young People

Because youth are at the center of our mission, their voices are an important source of information.

LUPEC will seek to understand whether students feel:

- Safe
- Welcomed
- Respected
- Connected

- Proud of their culture
- Comfortable expressing themselves
- Supported by adults
- Connected to other students
- Proud of their musical accomplishments

We will also ask students what they enjoy, what challenges them, what they would like to learn, and what they believe could make the program better.

Using Data to Improve the Program

LUPEC will use information from multiple sources to identify strengths, needs, trends, and opportunities for improvement.

For example, information may help us determine whether we need to:

- Adjust program schedules
- Increase student recruitment or retention efforts
- Provide additional musical instruction
- Offer additional instruments or resources
- Increase family engagement
- Develop new partnerships
- Provide additional student support
- Create additional performance opportunities
- Improve communication with families
- Modify activities to better meet student interests

Data will be considered alongside the experiences and perspectives of students, families, staff, volunteers, and community partners.

Data With a Human Purpose

LUPEC believes that data should never replace relationships or human judgment.

Behind every number is a young person.

A student who attends regularly, a student who stops coming, a student who learns a new song, a student who finally performs in front of an audience, and a student who says, *"I belong here"* all provide important information about the effectiveness of our program.

We will therefore use both **quantitative information and qualitative experiences** to understand our program.

Our Commitment

LUPEC will use multiple sources of data and community feedback to make informed decisions, strengthen program quality, and ensure that the mariachi program continues to meet the needs of the young people and community we serve.

We collect information not simply to measure our program, but to understand our young people better and serve them better.

Monthly Board Reporting

Program administration will provide **monthly reports to the LUPEC Board during Board meetings**.

Reports may include:

- Student enrollment and participation
- Attendance and retention
- Program activities and accomplishments
- Musical development and performance opportunities
- Family and community participation
- Partnerships and collaborations
- Funding and resource development
- Challenges and program needs
- Progress toward program goals
- Opportunities for continued improvement

These reports will allow the Board to remain informed and provide appropriate oversight, guidance, and support.

Reporting to the Community

LUPEC will also communicate program progress and accomplishments to the **community at large**, including families, local businesses, schools, community organizations, supporters, and other community partners.

Information may be shared through:

- The LUPEC website
- Social media outlets
- Community announcements
- Newsletters or electronic communications
- Performances and community events
- Family and community meetings
- Presentations to community organizations and partners

Public communications will highlight student accomplishments, performances, cultural activities, community partnerships, and other program achievements while respecting student privacy and confidentiality.

Celebrating Our Young People

Reporting is not only about numbers and compliance. It is also an opportunity to celebrate what young people are accomplishing.

We want our community to see the growth that takes place when young people are given:

a safe place to belong,
a culture to celebrate,
a voice to share,
and music to express what is in their hearts.

Our Commitment

LUPEC will maintain regular communication with its Board and community partners and will use its website and social media platforms to keep the broader community informed.

Our community supports our young people, and our young people are part of our community.

We believe they deserve to have their accomplishments recognized, their voices heard, and their contributions celebrated.

Marketing Strategies

LUPEC uses multiple strategies to reach students, families, schools, businesses, and community members, including:

- Social media platforms
- LUPEC's website
- Announcements through local businesses
- School and community announcements
- Community events and performances
- Flyers and other promotional materials
- Direct communication with families
- Outreach through community organizations
- Word-of-mouth communication
- Personal relationships with community leaders and partners
- Sharing student accomplishments and program activities

Social media and word-of-mouth are particularly important tools for reaching families and young people who may benefit from the program.

Community-Based Marketing

LUPEC's community connections allow information about the mariachi program to travel through trusted relationships.

Community members, families, businesses, schools, volunteers, and partner organizations can help spread awareness of:

- Registration opportunities
- Program activities
- Performances
- Cultural events
- Student accomplishments
- Volunteer opportunities

- Community partnerships
- Ways to support the program

Our goal is not simply to advertise the program. We want the community to **know the program, understand its purpose, and become invested in the success of our young people.**

Reviewing and Revising Our Strategies

LUPEC will monitor the effectiveness of its marketing strategies by considering information such as:

- Enrollment and registration numbers
- Attendance and retention
- Website and social media engagement
- Family inquiries
- Community participation
- Performance attendance
- Referrals from families and community members
- Feedback from students, families, and partners

If a strategy is not effectively reaching the intended audience, LUPEC will adjust its approach and use additional or different strategies.

Our Commitment

LUPEC will continually look for new and creative ways to reach young people and families.

We will use every appropriate door into the community—social media, schools, businesses, community organizations, events, and especially relationships—to make sure families know that this opportunity exists.

Our message is simple:

Come learn.
Come belong.
Come find your voice.
Come make music from your heart.