

2015 Annual Management Plan for Hawaiian Mission Houses Historic Site and Archives
Thomas A. Woods, Ph.D., Executive Director, November 12, 2014

The vision, mission, goals and objectives were updated for a revised Strategic Plan at the November 1, 2014 Retreat. Trustees need to finalize this version during a convened board meeting in December.

Vision

Hawaiian Mission Houses Historic Site and Archives enriches our community by fostering thoughtful dialogue and greater understanding of the missionary role and impact on the history of Hawai`i.

Mission

Hawaiian Mission Houses Historic Site and Archives preserves the heritage and shares the stories of the American Protestant Missionaries, their descendants, and their relationships with the people and cultures of Hawai`i, connecting with contemporary life, and encouraging a deeper understanding and appreciation of the complex history of Hawai`i.

Main theme

Collaboration between Native Hawaiians and the American Protestant missionaries resulted in, among other things,

- The introduction of Christianity;
- The development of a written Hawaiian language and establishment of schools that resulted in widespread literacy;
- The promulgation of the concept of constitutional government;
- The combination of Hawaiian with Western medicine, and
- The evolution of a new and distinctive musical tradition.

Organizational Values

- Hawaiian Mission Houses Historic Site and Archives' pre-eminent values include
- Fostering openness and dialogue about historical and contemporary issues;
- Honoring the legacy of language, literacy, and learning;
- Nurturing the importance of identity, family, and genealogy;
- Upholding our stewardship role in the care of the past for future generations;
- Listening and engaging with others with respect, humility, and authenticity; and
- Advancing the highest professional standards and fiscal responsibility.

Program Goals

Program Goal 1. Preserve, manage, and make collections more accessible to the general public.

Objective 1.1. Digitize the collection and make it available on-line.

Objective 1.2. Inventory, catalog, and manage the collection.

Objective 1.3. Develop short- and long-range plans for improved climate control in collections areas.

Program Goal 2. Develop and implement a comprehensive interpretive plan.

Objective 2.1. Identify major themes for all exhibitions and programs.

Objective 2.2. Coordinate interpretive and facilities plans.

Objective 2.3. Develop and/or support Hawaiian cultural programs.

Action Step. 2.3.1. Build a Hale Mikanele and develop programs by the end of 2015.

Action Step 2.3.2. Develop and/or support Hawaiian education programs, such as weaving, music, dance, language, and so on.

Action Step 2.3.3. Include programs or exhibitions that illustrate collaborative connections between the missionaries and Hawaiians.

Program Goal 3. Expand and develop programs for targeted audience groups.

Objective 3.1. Complete the revised school and youth group programs.

Objective 3.2. Develop program strategies that attract more family groups.

Objective 3.3. Develop programs to attract more descendants.

Objective 3.4. Create programs that foster civic engagement and thoughtful dialogue.

Management Goals

Management Goal 1. Implement selected recommendations from the Business Plan.

Objective 1.1. Increase the endowment to \$10 million, and initiate campaign with completion by the end of 2020.

Objective 1.2. Meet with six people and receive a minimum of two planned giving commitments annually.

Objective 1.3. Develop an annual grants plan that returns an average increase of 5%.

Objective 1.4. Increase individual donor giving by 5% annually.

Objective 1.5. Develop a corporate giving program and achieve a minimum of \$10,000 of corporate giving.

Management Goal 2. Create a Facilities Plan.

Objective 2.1. Preserve and protect the physical assets.

Objective 2.2. Increase store net revenues by 5%.

Objective 2.3. Use the Facilities Plan (and Interpretive Plan) to position the organization as a place for community events.

Management Goal 3. Implement a marketing plan.

Objective 3.1. Increase school and youth group visitation by 10%.

Objective 3.2. Increase visitor industry visitation by 10%.

Objective 3.3. Increase local family visitation by 10%.

Objective 3.4. Increase descendant visitation by 10%.

Objective 3.5. Increase descendant donations by 10%.

Major Initiatives/Tasks in 2015

Administration

1. Revise and/or create Policies and Procedures Manual (Not in SP, but needed for management efficiency)
2. Build Hale and program it. Open before September 2015. (PG 2.3.1)
3. Complete revised Comprehensive Interpretive Plan and Interpretive Manual (PG2)
4. Collaborate with Pili Group to initiate new program to increase young family audiences: Third Wednesday Pau Hana Family Day (PG 3.2 and MG 3.3)
5. Collaborate with Native Hawaiian Hospitality Association to initiate two new programs to bring audiences from Waikiki. (MG 1, 3)
6. Further monetize Cemetery Pupu Theatre program through custom characters and contract performances. (MG 1)
7. Implement approved Repair and Restoration Plan. (MG 2)
8. Work with Bicentennial Committee to progress on Bicentennial planning. (MG 1.1)

Archives/Library

1. Serve archives/library clients.
2. Complete second year of IMLS digitization project. (PG 1.1)
3. Create a project to digitize chief's letters; include a book in the project if affordable. (PG 1.1, PG 2.3.3)

Collections

1. Complete revision of Collections Policies and Procedures Manual (PG 1.2)
2. Complete furnishing plans and implement for 1821 House Domestic Arts Room and hale. (PG 2, PG 2.3.1, MG 3.2, 3.3., 3.4., 3.5)
3. Inventory, catalog, and house collection properly (PG 1.2)

Development and SRD

1. Complete planned grant applications, annual appeal, and membership drive. (MG 1)
2. Begin Endowment campaign with completion by the end of 2020. (MG 1.1)
3. Meet with six people and receive a minimum of two planned giving commitments annually. (MG 1.2)
4. Develop an annual grants plan that returns an average increase of 5%. (MG 1.3)
5. Increase individual donor giving by 5% annually. (MG 1.4)
6. Increase descendant donations by 10%. (MG 3.5)

7. Develop a corporate giving program and achieve a minimum of \$10,000 of corporate giving. (MG 1.5)
8. With new comprehensive site interpretive plan in hand, complete an NEH planning grant for a new orientation exhibit and film. (PG2) MG 1.1)
9. Increase descendant visitation by 10%. (MG 3.4)

Interpretation

1. Complete programs scheduled for 2015 (PG 2 and Main Theme)
2. Complete re-interpretation of 1821 House Domestic Arts Room with grand opening in September. (PG 2.2. and 2.3.3 and Main Theme)
3. Implement new School Programs (PG 3.1 and MG 3.1)
4. Initiate new program to increase young professional audiences: Third Thursday Pau Hana History Theatre (PG 2.1 and 2.3 and MG 3.3 and 3.4)
5. Develop a school program version of Cemetery Pupu Theatre characters. (MG 3)
6. Experiment with ali'i tea program in the 1821 House with the Huaka'i sold program. (PG 2.3.3 and MG 1)

Maintenance/Repair and Restoration

1. Implement approved Facilities Repair and Restoration Plan for 2014 (PG 1.2, MG 2.1)
2. Implement the state Grant-in-Aid project to restore print shop, fencing, climate control system in CSR and Vault, and ADA in bathrooms once funding is released. (PG 1.2, MG 2.1)

Marketing/Public Relations

1. Market daily programs and special events. (MG 3)
2. Major push for improved social media presence. (MG 3)
3. Increase school and youth group visitation by 10%.
 - a. Call on three schools per week for six months to increase field trips. (MG 1, 3)
4. Increase visitor industry visitation by 10%.
 - b. Put together the tri-part tour package with the Summer Palace, Washington Place and the Mission Houses, or similar package. (MG 1, 3)
 - c. Call on concierge desks at the Moana Hotel, Kahala, Halekulani, and Royal Hawaiian for referral of their guests to HMH and sell the tour package. (MG 1, 3)
 - d. Call on four travel desks in Waikiki at the major hotels to build visitor volume via the tour package. (MG 1, 3)
5. Continue calls on Kaka'ako properties and others in the surrounding area. (MG 1, 3)

Sales

1. Increase store net revenues by 5%.

Volunteers/Visitor Services

1. Recruit tour docents for daily programs to relieve full time staff of tour schedule. (MG 3)
2. Recruit school program docents to enable achievement of 3.1 objective. (MG3.1)
3. Recruit volunteers for special events and other needs identified by staff. (MG 3)

These tasks implement important priorities and perceived site needs. Year-end performance reviews will be partly based on completion of tasks in the Management Plan. Tasks, teams, and work dates may be adjusted due to changes in priorities or resources. Most of the tasks are organized under departments: Administration; Curatorial/Artifact Collections; Finance, Development/ Fundraising; Grounds/Landscaping/Structure Restoration/Construction; Interpretation; Library and Archives; Marketing/Public Relations; Sales; Society Relations; and Volunteers/Visitor Services.

Administration

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Bring together piecemeal materials into a comprehensive Policy and Procedures Manual. (General management task; not in Strategic Plan)	Tom , Lisa, and staff in support, Intern	Start April; end July	Existing staff; possible help from intern
3	Work with Bicentennial Committee to continue developing a work plan, timeline, and budget for Bicentennial activities and publications. (Board directive)	Tom , Bicentennial Committee	Monthly meetings	Planning only—costs will be added after initial plans made. Will require additional staff to make significant planning progress.
4	Build Hale and program it. Open before December 2015. (PG 2.3.1)	Tom , Spencer, Hawaiian Advisors, (Earl Kawa‘a), Mike Smola, and Craig Schneider	March and opening end of 2015.	
5	Complete revised Comprehensive Interpretive Plan and portions of Interpretive Manual (PG2)	Tom , Mike, Craig	January-July	Existing staff
6	Collaborate with Pili Group to initiate new program to increase young family audiences: Third Wednesday Pau Hana Family Day (PG 3.2 and MG 3.3)	Tom , Mike	November 2014-end of 2015	Pili group, no cost to us
7	Collaborate with Native Hawaiian Hospitality Association to initiate two new programs to bring audiences from Waikiki. (MG 1, 3)	Tom , Mike	Uncertain when they will begin	NHaHA will provide speakers; we provide chairs and miscellaneous equipment.

8	Further monetize Cemetery Pupu Theatre program through custom characters and contract performances. (MG 1)	Tom , Mike, Bonnie to create brochure	First full performance contracted for February; individual contracted for April; create brochure and sell additional	Staff time, \$1,000 brochure printing
9	Implement approved Repair and Restoration Plan. (MG 2)	Tom , Facilities Committee	January-December	See Facilities Repair and Restoration Plan

Archives/Library

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Serve archives/library clients.	John	Jan-Dec	Staff
2	Complete second year of IMLS digitization project. (PG 1.1)	John	Jan-Dec	Staff
3	Create a project to digitize chief's letters; include a book in the project if affordable. (PG 1.1, PG 2.3.3)	Tom , John, consultants	Begin project July, complete in 2016	Staff, consultant team; \$100,000 est.
4	Repair Castle bookcase in Archives.	Tom , John, Karl Carvalho	By April	\$750
5	Implement HHS Preservation Plan to the extent funding allows. (This will also preserve our collection.) (PG 1.2., MG 2.1)	Tom , John, Collections & Facilities Com	By end of 2015	Unknown

Curatorial/Artifact Collection

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Revise all collections policies with new Collections Manual completed. (PG 1.2)	Craig , Tom	January-June	Staff time

2	Inventory the collection stored in the CSR: photograph, rehouse each object, complete ¼ of collection. (PG 1.2)	Craig , volunteers, interns	January-December	Staff time, volunteers
3	Create an ongoing inventory system that will result in a complete inventory of all collections storage areas every 10 years. (PG 1.2; PG 1.1)	Craig , photographer, volunteers	May –December	Staff time, volunteers, acid-free storage materials
4	Complete re-interpretation of 1821 House Domestic Arts Room with grand opening in September. (PG 2, PG 2.3.1, MG 3.2, 3.3., 3.4., 3.5)	Craig , Mike, Tom	September	Staff time, \$2,000
5	Spring Cleaning for 1821 House and Print Shop (PG 1.2)	Craig , volunteers	February	\$500 for dry cleaning of textiles
6	Apply for grant to develop Conservation Plan	Craig , Mary Ann, Tom	As granting agency discovered	Staff
7	Write a Housekeeping Manual for appropriate cleaning process and products particularly in historic areas and archives and collections.	Craig , John, Tom, maintenance staff (Consult with HHS)	By October	Staff
8	Create an Integrated Pest Management Manual.	Craig , John, Tom (Consult with HHS)	By August	Staff

Development /Fundraising

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Plan and hold Huaka'i annual dinner fundraiser (MG 1.4)	Huaka'i Chair and Committee, Development Committee Chair and Committee, Mary Ann , Tom, staff	Begin in February for September event	No cost for planning

2	Fundraising event written evaluation. Evaluation to include budgeted costs and revenue compared to actual costs and revenues; and survey of program participants to see if stated goals for event met. (MG 1.4)	Mary Ann , Accountant	September fundraising event	Existing staff, stated targets for revenue, and evaluation forms.
3	Research foundations and find 2 new foundations to support HMH (MG 1.3)	Mary Ann , Tom, Chair of Development Committee	All year, end in December	Existing
4	Spring Appeal: Increase individual donor giving by 5% annually. (MG 1.4, 3.5)	Mary Ann , President, Development Com Chair Tom	March/April after board elected	As budgeted for stationery and printing—\$4,000 <u>Board participation</u>
5	Spring membership campaign. (MG 1.4)	Mary Ann , Board, Tom, Development Committee	May-June	As budgeted for stationery/printing—\$2,000
6	Fall Appeal: fall campaign with follow-up by family captains; on-line option for gifts; HMCS new donors get genealogy with thank-you (MG 1.4; 3.5)	Mary Ann , Tom, family captains, Development Committee; <u>Board participation key</u>	October/November	As budgeted, \$4,000 for stationery/printing
7	Past Presidents' dinner or lunch at site (to keep them actively involved in HMH) (MG 1.4 and MG 1.2)	Mary Ann , Tom, President	May	\$500
8	Annual Meeting (MG1.2; 1.4 and general management for a membership org.)	Mary Ann , Lisa, Tom, Annual Meeting Committee	April 18, organizing in February	Printing, mailing programming, web support, as budgeted
9	Work with trustees to identify corporate donors, especially in Kaka'ako, who have an interest in our major themes; arrange donor lunches to secure program, marketing, or other sponsorships, raise minimum \$10,000 in 2015. (MG 1.5)	Mary Ann , Tom, Board Development Committee	March-December	Existing

12	Develop support for planned giving program: meet with potential donors (6 over the year) and receive two planned giving commitments. (MG 1.3)	Tom , Mary Ann, Development Committee Chair	Ongoing	Hospitality budget: \$2,000, additional to budget
13	Implement Moves Management methodology using Past Perfect—continue with progress in 2014. Increase existing donors giving by a minimum of 5% as stated in SP. (MG 1.4)	Mary Ann, Tom	For each appeal and between appeals	\$500 for computer consultant from budget
14	Develop an annual grants plan that returns an average increase of 5%. Perform grants administration. (MG 1.3)	Mary Ann, Tom	As appropriate	None
15	Catch-up on annual reports when possible; make available online only	Mary Ann , Tom, contractor	Begin in April, completed by September	Staff, possible contractor
16	Begin Endowment campaign with completion by the end of 2020. (MG 1.1)	Mary Ann, Tom,	Begin July	\$10,000 needed to shape campaign
17	With new comprehensive site interpretive plan in hand, complete an NEH planning grant for a new orientation exhibit and film. (PG2) MG 1.1)	Mary Ann, Tom,	Fall 2015	Staff
18	Write grant application in 2015 for roof replacement of 1821 Mission House in 2016.	Mary Ann, Tom	2015	Staff

Finance

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Complete monthly Profit and Loss Budget reports.	Accountant, Tom	Ongoing	Staff time

2	Continue to digitize all paper records.	Accountant, interns	Ongoing	Staff and intern time
3	Track all transactions on QuickBooks in new fiscal year. (General management task; not in Strategic Plan)	Accountant, Tom	Beginning January 1,	Staff time
4	Complete all bank reconciliations on QuickBooks monthly by the 15th of the succeeding month (General management task; not in Strategic Plan)	Accountant, interns	Beginning January 1,	Staff time and policy
5	Complete GET monthly reports by the 10 th of the month (General management task; not in Strategic Plan)	Accountant	Beginning January 1,	Staff time and policy
6	Complete annual reports as required by law (General management task; not in Strategic Plan)	Accountant	Beginning January 1	Staff time and policy
7	Pay bills, payroll, and TIAA-CREF every two weeks, approximately on the 15 th and 30 th of the month (General management task; not in Strategic Plan)	Accountant	Beginning January 1	Staff time and policy
8	Make all payroll entries; Vacation/sick leave entries, and TIAA entries (General management task; not in Strategic Plan)	Accountant,	Beginning January 1	Staff time and policy
9	Complete store inventory during the last week of the year (General management task; not in Strategic Plan)	Dianne and Accountant	Beginning December	Staff time and policy
10	Cost of goods sold entry last day of the month (General management task; not in Strategic Plan)	Accountant,	Beginning January 1	Staff time and policy
11	Complete TDI quarterly, every 30 days after quarter (General management task; not in Strategic Plan)	Accountant	Beginning April 30	Staff time and policy
12	Complete Form 5500 as required by law (General management task; not in Strategic Plan)	Accountant	Every 6 months	Staff time and policy
13	Complete Occupational Employment Report (General management task; not in Strategic Plan)	Accountant	By November 12 or as required by law	Staff time and policy

14	Complete Annual Business Registration Renewal (General management task; not in Strategic Plan)	Accountant,	End of the year, as required by law	Staff time and policy
15	Complete Annual Audit and 990 end of the year, as required by law (General management task; not in Strategic Plan)	Tom, Accountant	Mid-year	Staff time and policy
16	Begin Annual Budget for 2016	Tom, Accountant	September, complete by December	Staff time and policy

Grounds/Facilities

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	GIA Project. Develop plan and implement ADA solution for site bathrooms. (MG 2.1; PG 1.2)	Tom , Facilities Committee, architect	Planning begins once GIA released; project one year after.	no estimate or current design for ADA solution; funded with GIA
2	GIA Project. Repair and paint cast iron fence around grounds; fence rusting and breaking apart, leaving sharp edges; some gates non-functional; complaint from Kawaiaha`o Church about cemetery border iron fence disrepair. (MG 2.1; PG 1.2)	Tom , contractor, Facilities Com	Planning begins once GIA released; project one year after.	Cost unknown; \$30,000 estimate; funded in GIA grant.
3	GIA Project. Plan and implement improved climate control in library and CSR. (PG 1.2, MG 2.1)	Tom , Facilities Com, Joint Committee with HHS	Planning begins once GIA released; project one year after.	Architectural/engineering fees to develop plan.
4	GIA Project. Create plan and seek bids to complete restoration of interior and exterior 1841 Annex. This may involve the removal of interior Portland cement and replacement with appropriate lime mortar. (PG 1.2, MG 2.1)	Tom, Spencer to assist	Plan created by end of 2013	Cost unknown; Facilities Com. and staff time.
5	Develop Cyclical Preventative Maintenance Plan and Manual. (MG2.1 and General management task; not in Strategic Plan; PG 1.2)	Tom , Spencer Leineweber, student intern or for-credit project	TBD	Student internship; for credit project
6	Continue working to improve fern islands; replant if needed (MG 2 & 2.4)	Tom , Herman, volunteers	Ongoing, planting in during January work day	Estimated at \$500
7	Paint exterior trim on all historic structures and on clerestory of reading room. Peeling and deteriorating paint jeopardizes the integrity of the wood. (MG 2.1; PG 1.2)	Tom , contractor, and some volunteers, Facilities Com	By September	Cost unknown; \$5,000 estimate.

8	Replace rotted picket fences around stairways; pickets falling off due to rotting wood; use period hardware and picket design and use gate on King Street side of 1821 Mission House. (MG 2 & 2.4; PG 1.2)	Tom , contractor, Facilities Com	By July	Cost unknown; \$1,000 materials cost
9	Treat roof of Chamberlain House to prevent drying and curling shingles. (MG 2.1; PG 1.2)	Tom , Wilkinson Roofing, Facilities Com	By September	Cost unknown; \$1,500 estimate
	Begin planning for replacement of 1821 House Roof in 2016. (MG 2.1; PG 1.2)			
10	Repair all period locks in houses, which are falling off as screws release from wood holding on door bolts and fasteners. (MG 2.1; PG 1.2)	Tom , Karl Carvalho, Facilities Com		Cost unknown; \$500 estimate
11	Annual inspection and maintenance of gutters to avoid water damage. (MG 2 & 2.4; PG 1.2)	Tom , Herman, Beachside Roofing if needed	By end of 2014	\$1,250
12	Develop plan and estimate for solar panels on roof of administrative building; develop funding strategy. (MG 2.2 & 2.4; management of facilities)	Tom , contractor, Facilities Com	Estimate by July 2015 develop estimate	Unknown
13	Install buzzer on entry door to archives. (MG 2.2 & 2.4; PG 1.2)	Tom , Herman, Facilities Com	By June 2015	\$50 and staff
14	Implement weather stripping on all collections area doors. (MG 2.2, PG 1.2)	Tom , contractor, Facilities Com	June 2015	\$500 est.
15	Trim coconuts twice annually and trim other trees as needed; major trim on cemetery trees.	Tom , contractor, Facilities Com	Coconuts: last trimmed 9/22/14; March 2015, September 2015	\$2,400 for coconuts; ca. \$10,000 for cemetery trees

Interpretation

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Create comprehensive interpretive plan for historic site to include affective interpretation, hands-on experiences, authentic vignettes, and Hawaiian language components. (PG 2). (PG 2)	Tom , Mike	Complete by August 15	Existing staff
2	Event evaluation. Create a survey with Survey Monkey and send to all participants to evaluate each program. Modify events in response to surveys and create written survey summary for each event within two weeks after event. (Includes fundraising events, which evaluation would be led by Mary Ann) (PG 2 & PG 3)	Bonnie , Mike (See Development for fundraising events)	Begins with first event and ends with last event.	Existing staff, stated program goals for visitation, revenue, and educational goals, and evaluation forms.
3	Implement new plan in upper rooms of house to complete the re-interpretation of 1821 house. (PG 2)	Mike , Craig, Tom	Complete by September.	\$2,000
4	Plan programs and build new hale mikanele on grounds. (PG 2.3.1)	Tom, Mike, Spencer, Advisory Committee	By the end of 2015.	\$100,000 est.
5	Train docents and implement new school programs (PG 3.1)	Mike , Tom, docents	January/February	Staff time
6	Once Comprehensive Interpretive plan is complete, submit a NEH Planning grant for downstairs Chamberlain House Orientation Exhibit and Orientation Film. (PG2; MG2)	Tom , Mary Ann, Mike	August	Staff time
7	Develop and implement planned special events and contracted programs for year (PG 2; PG 2.4.3; PG3)	Mike , Craig, Marcia, Tom	TBD	See budget
8	Complete planned events for 2015 and develop new calendar of events for 2016 (PG 2; 2.4; PG3)	Tom , Mike, Marcia, Craig, staff	As scheduled, and by end of September 2015 for 2016.	Existing Staff

9	Ensure programs illustrate collaborative connections between missionaries and Hawaiians and several should include Hawaiian culture crafts, music, or other. (PG 2.3.2)	Mike , Marcia, Tom	Ongoing.	Staff and cultural advisors
10	Conduct at least two free open-house programs that emphasize family activities. Conduct an additional one that charges \$5.00 and includes family activities (City Lights) (PG 3)	Mike , Marcia, Tom	As scheduled	Staff and cultural advisors

Marketing/Public Relations

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Create tri-part tour package with the Summer Palace, Washington Place and the Mission Houses. (MG 1, MG 3.2)	David Cheever (contract), Tom, coordinate with Bon.	Beginning December 2014 for 6 months, 10-15 hrs. week contract	Contract: \$3,000
2	Call on concierge desks at Moana Hotel, Kahala, Halekulani, and Royal Hawaiian for referral of their guests to HMH and sell the tour package. (MG 1, MG 3.2)	David Cheever (contract), Tom, coordinate with Bon.	Beginning December 2014 for 6 months, 10-15 hrs. week contract	Contract: \$3,000
3	Call on four travel desks in Waikiki at major hotels to build daily visitor volume via the tour package. (MG 1, MG 3.2)	David Cheever (contract), Tom, coordinate with Bon.	Beginning December 2014 for 6 months, 10-15 hrs. week contract	Contract: \$3,000
4	Continue calls on Kaka'ako properties and others in surrounding area. (MG 1, MG 3.3)	David Cheever (contract), Tom, other partners.	Beginning December 2014 for 6 months, 10-15 hrs. week contract	Contract: \$3,000
5	Call on three schools per week to increase field trips. ((MG 1, 3)	David Cheever (contract), Tom, coordinated with Mike.	Beginning December 2014 for 6 months, 10-15 hrs. week contract	Contract: \$3,000

6	Develop calendar of events brochure for 2016 programs (MG 3.1-3.5)	Bonnie , Tom, Mike, Marcia	Complete printing January 15, 2015	\$3,500 est. (Atherton 2013 grant)
7	Develop historic site three-fold/four-fold brochure to market historic site	Bonnie , Tom, Mike, Marcia	Begin design February 1 and complete printing March 30	\$3,000 (Atherton 2013 grant)
8	Develop school program brochure for 2015.	Bonnie , Tom, Mike, Marcia	Finish in February 2015 at latest.	\$3,500 (Atherton 2013 grant)
9	Continue to improve social media presence throughout the year with Instagram, Facebook, Twitter, YouTube, and blogs. (MG 3.2-3.4)	Bonnie , Tom, Lisa, Mary Ann	January and ongoing	Existing Staff
10	Purchase video camera and new still camera, lighting, and tripod to provide photos and video of site events for social media and other outlets. (MG 3.1 and 3.3)	Tom	In time for April CPT	\$3,500 est.
11	Originate and publish two feature stories on HMH during year (MG 3.2-3.3)	Bonnie , Tom	Begin early in year	Staff time
12	Produce three Maile Wreaths to encourage buy-in and to advertise programs of the museum (MG 3.5)	Mary Ann , Bonnie, Lisa, Tom	March, July, November	Staff time, design and printing, mailing, \$15,000

Museum Store

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Identify and stock appropriate merchandise according to new store policies and succeed in increasing store net revenues by 5%. (MG 2.1)	Dianne , Tom	All year	TBD—stock costs

2	Continue to work with staff and others to improve selection of book titles. (MG 2.1)	Dianne , Tom, other staff	All year	TBD—stock costs
3	Implement new facilities rental plan with all new materials that positions the organization as a place for community events. (MG2.3)	Dianne , Tom, Bonnie, support staff	By end of May 2015	Staff, and see budget for printing costs

Society Relations Director/Membership

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Keep family genealogies current; record deaths, births, marriages, etc. (PG 1 & MG 3.5)	Mary Ann , Lisa, volunteers	January 1 – end of year	Staff time
2	Maintain and keep records current for cemetery (PG 1 & MG 3.5)	Mary Ann , Lisa, volunteers	January 1- end of the year	Staff time
3	Assist family with burials and ceremonies (PG 1 & MG 3.5)	Mary Ann , SRC & Cemetery Committee	January 1-end of the year	Staff time
4	Plan and organize Annual Meeting of HMCS (PG 1 & MG 3.5)	Mary Ann , Tom, Society Relations & Cemetery Committee	Begin January 2015; meeting April 18	TBD
5	Work with Cemetery and SRC Committee to hold regular meetings (PG 1 & MG 3.5)	Mary Ann , Chair of SRC & Cemetery Committee	All year	Staff time
8	Complete annual report for 2007 and 2008; 2009, 2010, 2011, and 2012; publish on-line. This may require hiring a contractor to complete, as there is not time available for current staff. (MG 3.5)	Mary Ann , Tom	Complete by the end of the 2015	Hire contractor if needed to bring us up to date. Investigate costs, set budget; seek donation

Volunteer Program

	Task	Work Team: organizing person in bold.	Approx. start and end dates	Resources needed
1	Increase volunteer base to include larger proportion of 50-70 year age group; recruit Japanese and foreign language guides; recruit HMCS members as docents; network with colleagues in volunteer field. (PG 3.3, MG 3.4, 3.5)	Marcia and Mike	on-going	Time; \$35 NOVL membership; \$400 for conferences and training
2	Redesign docent training for new house interpretive manual and to incorporate/emphasize: affective learner outcomes; interactive visitor experiences; object-based learning; guest services. (MG 3.2-3.5)	Mike and Marcia	On-going	Staff
3	Recruit and offer training four times per year to increase docent pool. (MG 3.2-3.5)	Mike , Marcia	Beginning Spring, 2014	Staff time; \$1,000 for food and materials.
4	Continue with volunteer recognition event and improve recognition strategies to include formal service awards. (MG 3.2-3.4; PG 3.3)	Marcia , Mike	By Fall 2015	\$500 for food and materials
5	Recruit docents to completely staff tour program, taking Curator of Public Programs out of rotation. (MG 3.2-3.5, PG 3.3)	Marcia , Mike	July 2015	Staff time
6	Recruit volunteers for library, collections, education, maintenance, visitor services, store, and whole range of our work. (MG 3.2-3.4 and PG 3.3 and PG 1)	Marcia	Implement	Staff time
7	Implement new Intern Program and fulfill intern requests while not overloading staff with teaching responsibilities. (MG 3.2-3.4 and PG 1)	Marcia and all staff interested in interns	Implement	Staff time