

# Hawaiian Mission Houses Historic Site and Archives

## Strategic Plan for 2016-2020

### 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 interprets 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.** Continue to digitize the collection and make it available on-line.

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

**Objective 1.3.** Complete the Grant-In-Aid Climate Control Project to achieve climate control in the collections vault by the end of June 2016.

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

**Objective 2.1.** Create final written comprehensive interpretive plan for the entire site by the end of 2016.

**Objective 2.2** Create final written interpretive and furnishing plans for all rooms in the 1821 Mission House by the end of 2016.

**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 2016.

**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.** Complete the transcription, translation, and annotation and then digitize and place on our website the Chiefs' Letters Collection by the end of 2016 and build the results into programming wherever possible.

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

**Objective 3.1.** Develop program strategies that attract more family groups.

**Objective 3.2.** Develop programs to attract more descendants.

**Objective 3.3.** Create programs that foster civic engagement and thoughtful dialogue.

## **Management Goals**

**Management Goal 1. Prepare for the Bicentennial Reflection and Rejuvenation.**

**Objective 1.1.** Prior to spending any funds for objectives in Goal 1 where additional funding is required, funds shall be pledged or raised to fund those actions.

**Objective 1.2.** Recruit and fund temporary position of assistant director to allow executive director to finalize Comprehensive Interpretive Plan, Cyclical Maintenance Plan, and focus on Bicentennial as project director by August 2016.

**Objective 1.3.** Complete detailed planning documents and project management charts to guide and track progress on Bicentennial by August 2016.

**Objective 1.4.** Complete the Chief's Letters Collection translation and digitization by October 2016.

**Objective 1.5.** Identify and recruit authors for the five-theme based bicentennial book, with the working title, *The Improbable Partnership Between American Protestant Missionaries and Hawaiian Ali'i*, and fund it by the end of 2016.

**Objective 1.6.** Identify and recruit an author for the revised Missionary Album and fund it by the end of 2016.

**Objective 1.7.** Complete Capital Campaign Case Statement and Fundraising Plan by the end of 2016.

**Objective 1.8.** Investigate and, if, after study and recommendation by the Facilities Committee, develop a plan by the end of 2016 to add a story to the Archives Reading Room to provide room for expanded operations of both HHM and HHS.

**Objective 1.9.** Begin recruiting committed partnerships for Bicentennial Reflection and Rejuvenation.

**Management Goal 2. Prepare the organization for the Capital Campaign and initiate the campaign.**

**Objective 2.1.** Dedicate funds from the Board Managed Fund to conduct a Feasibility Study for the Capital Campaign in early 2016.

**Objective 2.2.** Strengthen expectations from individual trustees in fundraising and/or giving role.

**Objective 2.3.** Work with trustees and enrolled members to revise bylaws from 21 to 31 trustees and revise expectations of trustees in order to prepare for Capital Campaign.

**Objective 2.4.** Energize past presidents and prepare them for involvement in Capital Campaign.

**Objective 2.5.** Meet with six people and receive a minimum of two planned giving commitments annually.

**Objective 2.6.** Conduct major capital campaign in conjunction with the Bicentennial Celebration.

**Management Goal 3. Implement selected recommendations from the Business Plan.**

**Objective 3.1.** Develop an annual grants plan that returns an average increase of 5%.

**Objective 3.2.** Increase individual donor giving by 5% annually.

**Objective 3.3.** Develop a corporate giving program and achieve a minimum of \$10,000 of corporate giving.

**Objective 3.4.** Increase store net revenues by 5% annually from the total of the previous year.

**Objective 3.5.** Increase descendant donations by 10% from the previous year.

**Management Goal 4. Create and implement a Facilities Plan.**

**Objective 4.1.** Preserve and protect the collection of objects, archival and library materials, buildings, structures, fencing, grounds, and other physical assets.

**Action Step 4.1.1.** Complete a written Facilities Cyclical Maintenance Plan by the end of 2016.

**Action Step 4.1.2.** Complete GIA to replace the climate control system in the archives and historic object collection storage area by the end of June 2016.

**Action Step 4.1.3.** Complete GIA to restore the interior and exterior of the 1841 Annex, currently interpreted as the print shop by the end of June 2016.

**Action Step 4.1.4.** Complete GIA to restore historic fencing surrounding the site, including iron border fences, gates, coral block wall as needed, and replace the wooden picket fences around the 1821 Mission House by the end of June 2016.

**Action Step 4.1.5.** Complete GIA to update and remodel the restrooms and ensure legal compliance with Americans with Disabilities Act by the end of June 2016.

**Action Step 4.1.6.** Seek grant to replace the roof on the 1821 Mission House in 2017.

**Action Step 4.1.7.** Develop and implement a plan to air condition the dining room of the café in 2016.

**Objective 4.2.** Work to remove property tax assessments on the store and prevent the remainder of the grounds from being assessed.

**Management Goal 5. Create a marketing plan.**

**Objective 5.1.** Increase school and youth group visitation by 10% from the previous year.

**Objective 5.2.** Increase visitor industry visitation by 10% from the previous year.

**Objective 5.3.** Increase local family visitation by 10% from the previous year.

**Objective 5.4.** Generate \$2,500 income from contracted performances of history theatre characters.