



JAPANESE CULTURAL
CENTER OF HAWAI'I

2022-25

STRATEGIC PLAN



JAPANESE CULTURAL CENTER OF HAWAI'I

 Established in 1987

 Located in Mō'ili'ili, Honolulu, HI

2454



OUR MISSION

To be a vibrant resource, strengthening our diverse community by educating present and future generations in the evolving Japanese American experience in Hawai'i.

We do this through relevant programming, meaningful community service and innovative partnerships that enhance the understanding and celebration of our heritage, culture and love of the land.

To guide us in this work we draw from the values found in our Japanese American traditions and the spirit of Aloha.



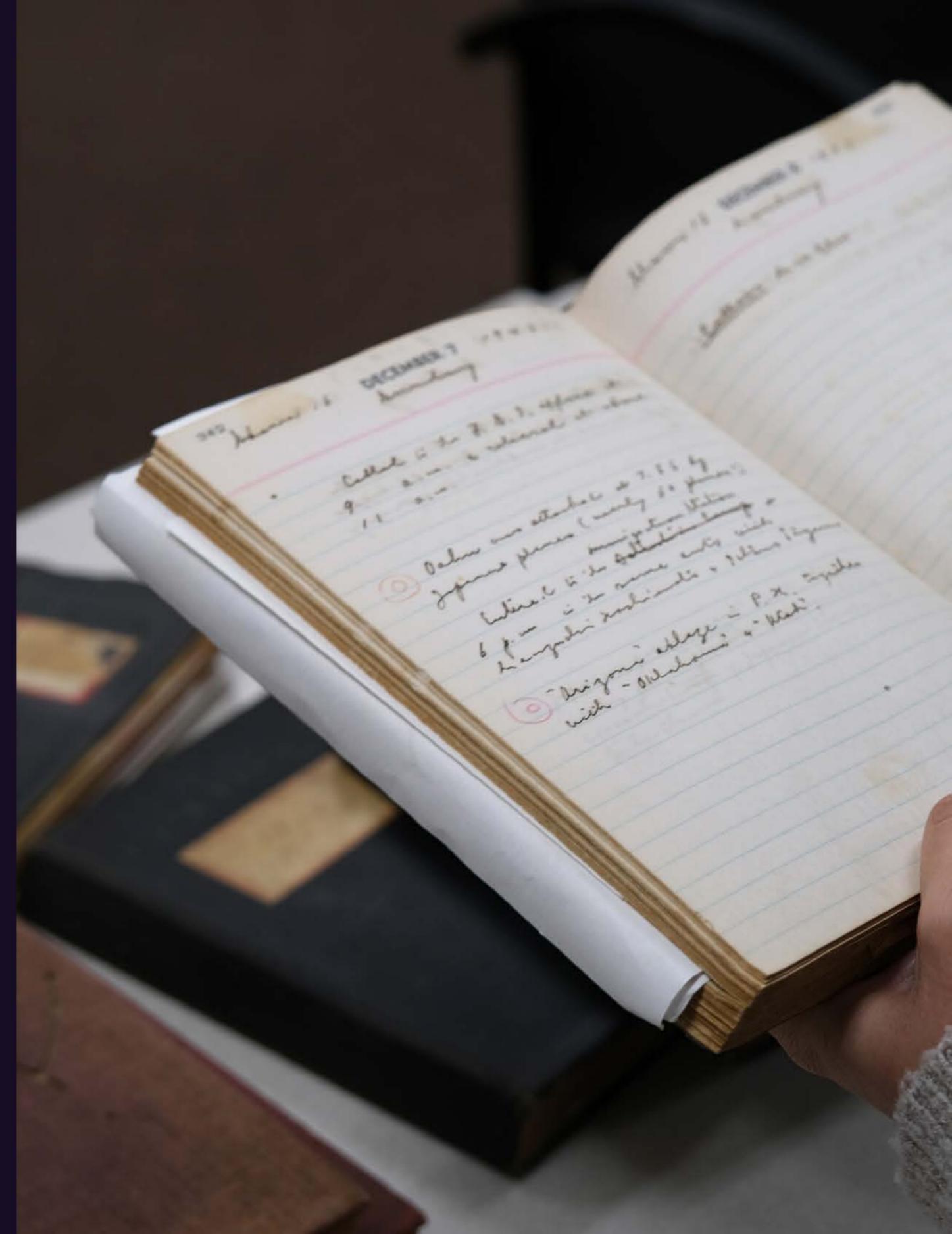
OUR MOTTO

**Honoring our heritage.
Embracing our diversity.
Sharing our future.**



OUR VISION

We aspire to co-create a society where a deeper knowledge of one's heritage and a profound understanding of oneself will enable enlightened connections among all people.



Three-Year Vision

Position the JCCH as the experts on the Hawai'i Japanese American experience through robust content creation, while creating the next generation of JCCH supporters through a cohesive and engaging program pipeline.

Deeper Programs

Continue to create robust digital content that expands our reach beyond our gallery walls. Create programs that have a deeper level of engagement, resulting in longer-term connections to the JCCH.

Strengthen our House

Invest in our largest asset, our property. Investing in our property and the neighboring Mo'ili'ili community will yield financial and social returns.

Invest in our Team

Strengthen our staff through deliberate professional development and the recruitment of capable, enthusiastic new hires.



DEPARTMENTS

Programs

Single-day and multi-day events and programs designed to involve, educate, and engage audiences

Archives

Acquisition, management and proliferation of JCCH's document and artifact collections.

Products

Selling of mission-related items to local and national audiences.

Facilities

Maintenance of short-term and long-term rentals in the JCCH buildings

Marketing

Brand, content, program, and product promotion through various outreach channels

Development

Fundraising through donations and grants. Management of donor database

Admin

HR, finance, IT, office administration, application management



Programs & Events

Establish the JCCH as the premier organization perpetuating the Hawai'i Japanese-American experience through the implementation of new multi-day youth programming, the continuation of single-day programming, and the regular development of online content. Our programs will educate, grow and deepen the community's connection the JA experience while also generating revenue for the center.

Deepen Engagement

- Offer a range of multi-day youth programs
- Increase online content
- Create a new website that is user-friendly and also enables us to share a wider range of content.

Outbound > Inbound

- Create curriculum that can be brought to the schools or accessed online, broadening JCCH's reach beyond our doors.

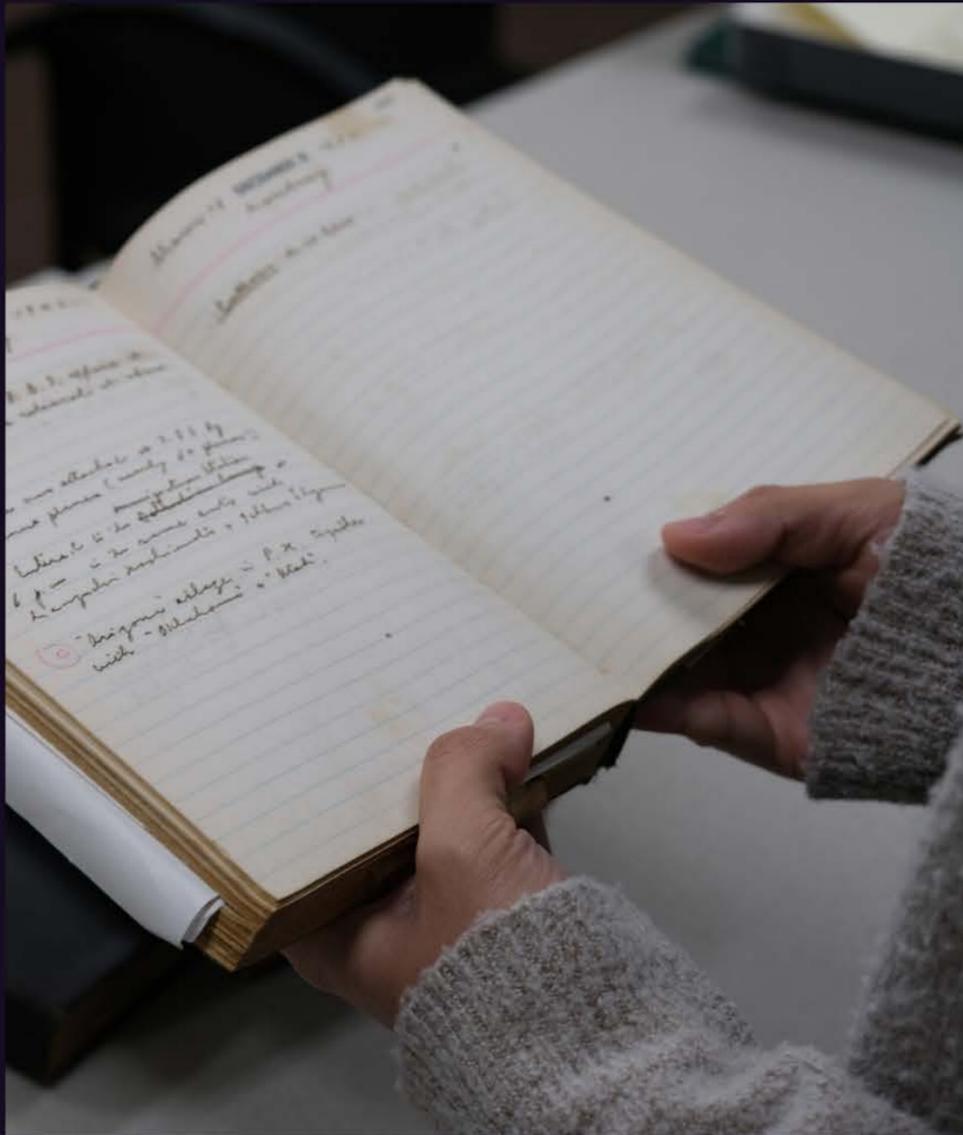
Cost Recovery

- Design programs that provide value and generate revenue to cover the true costs of deployment.



Archives

Continuing JCCH's position as the subject matter expert on the Japanese American experience in Hawaii by completing the archive digitization project, regularly presenting stories through multi-media to share the experience to the public, and partnering with researchers.



Expand Online Resources

- Continue to add digitized collections and information through the Soutron platform.

Internee Directory - Enhanced Version

- Enhance search capability and functionality of the database.

Content Development

- Leverage JCCH's vast resources to support program content creation, positioning the JCCH as the subject matter expert in all things related to Hawai'i's Japanese American heritage.



Products

Establish JCCH's Gift Shop and Craft Fairs as a go-to shopping destination for both kama'āina and visitors. By bringing a curated collection of unique retail items made or sourced locally along with rare antique and vintage items, the JCCH will provide a product experience that can't be found elsewhere.

Enhance Retail

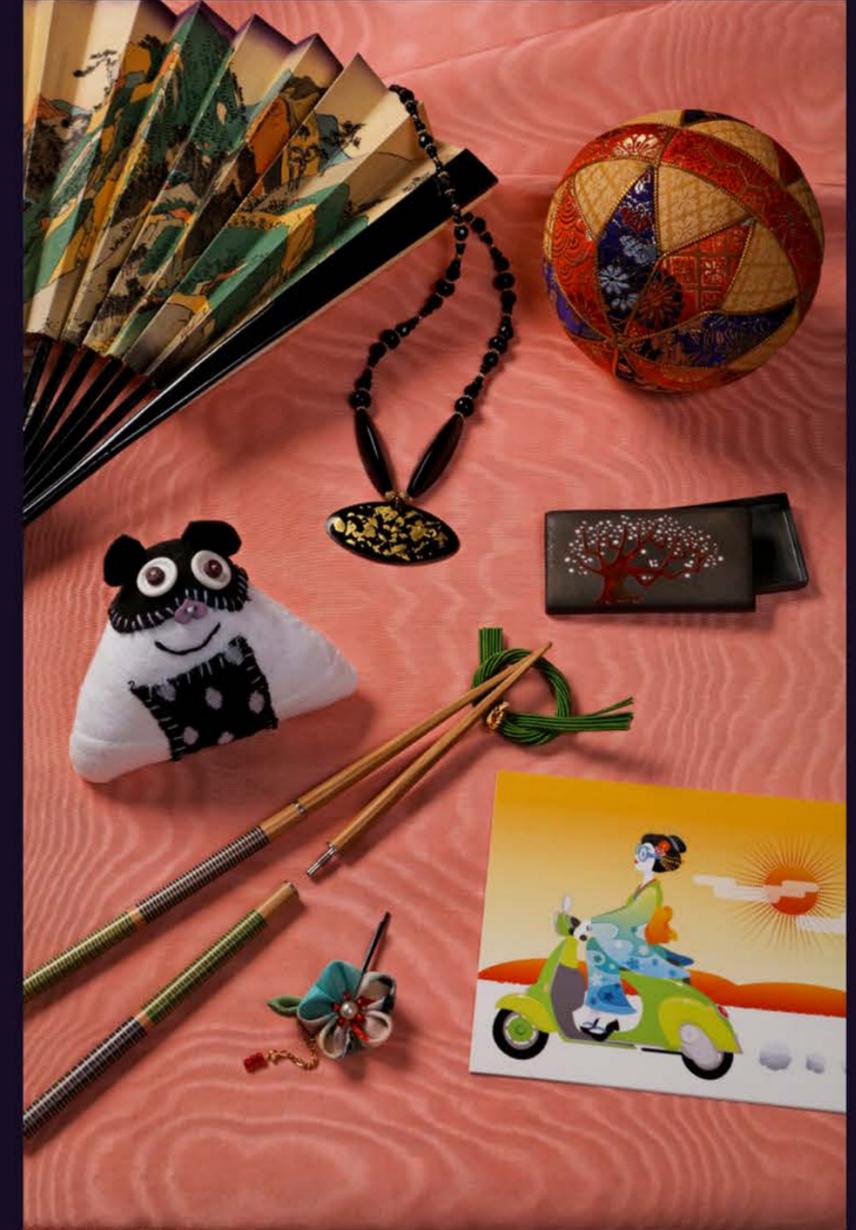
- Expand retail offerings of locally made and Japanese specialty items, while curating donated items.

Increase Online Traffic

- Increase revenue from the online store, engaging people who cannot physically visit the JCCH.

Outreach Events

- Continue to enhance the monthly craft fairs by adding seasonal themes and cultural events intended to engage new and repeat customers.



Development

Diversify our funding channels expanding from events and memberships by creating a robust individual giving initiative and increasing grant funding outside of federal and state sources.



Increase Gifts and Contributions

- Restore existing fundraising channels (events, annual appeals, etc.) to pre-pandemic levels.

Reshape the Donor Experience

- Deepen relationships with members and corporate partners. Support their hopes and aspirations, partner with them to foster cultural identity and enrichment among present and future generations.

Capital Campaign

- Develop a campaign to fund a comprehensive infrastructure modernization plan resulting in a secure, sustainable asset.



Facilities

Establish foundation of consistent facility revenue to sustain future improvements by increasing rental revenue and lowering operating costs, while creating an environmentally sustainable and safe campus.

Increase Revenue

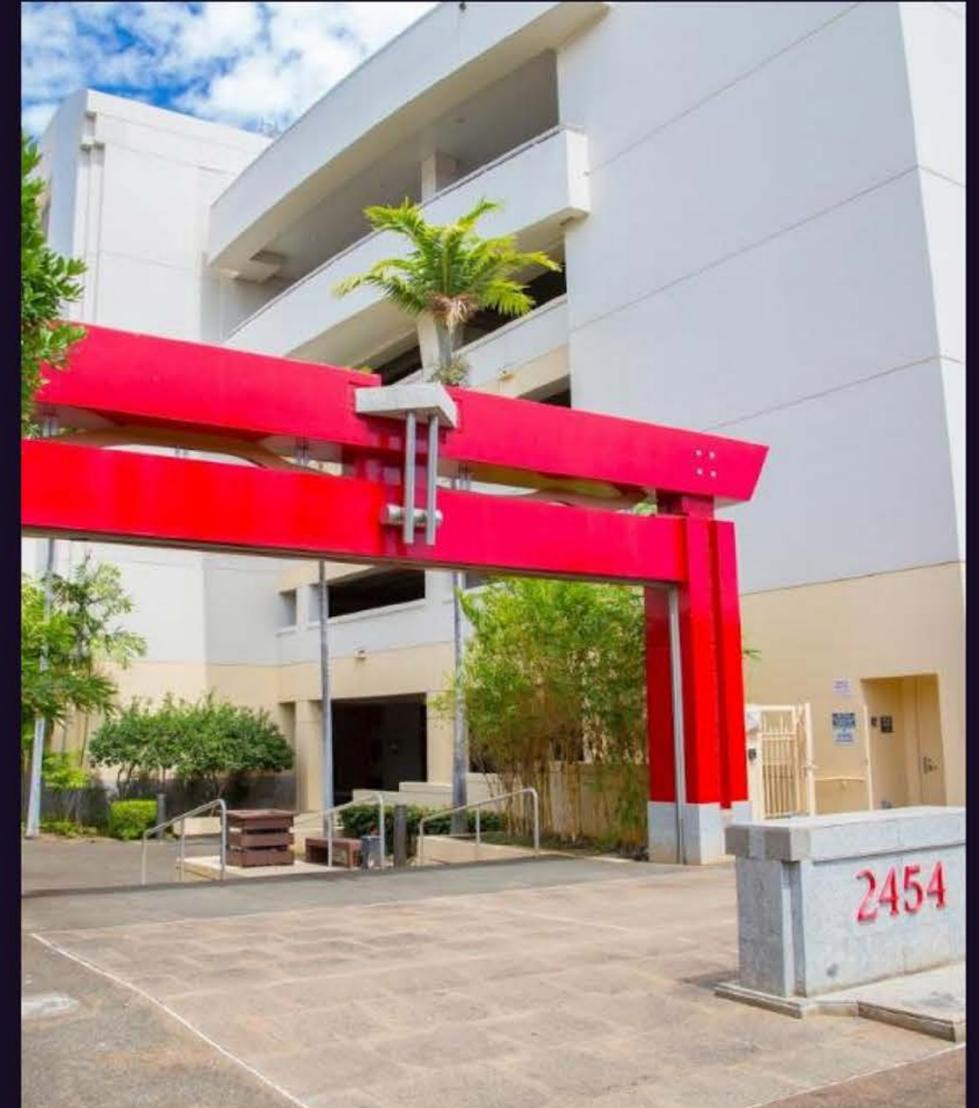
- Increase usage of the Generations Ballroom, reconfigure CAM calculations to meet BOMA standards and lease all available rentable spaces at near-market rates.

Efficiency and Sustainability

- Invest in energy-saving infrastructure upgrades to lower long-term costs.

Community-Oriented

- Place the JCCH as a focal point of Mo'ili'ili by serving as an active partner with surrounding organizations and businesses.



Administrative

Create an efficient administrative department that supports mission-oriented departments by leveraging systems and technology, while decreasing the costs to operate.



Simplified and Distributed Financials

- Use simpler metrics to measure JCCH's financial health. Empower managers to participate in the budgeting process for their departments.

Go Paperless

- Decrease paper usage by 50% by streamlining internal workflows to use zero paper.

Invest in our Team

- Develop evaluation methods based on operation plans and invest in professional development for staff to build a viable career pathway at the JCCH.



Thank you and Mahalo
for your interest in preserving the cultural
heritage of Japanese in Hawai'i.



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