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# LĀNA‘I CULTURE & HERITAGE CENTER STRATEGIC PLAN (2015-2019)

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## II. Executive Summary

The Lāna‘i Culture & Heritage Center (Lāna‘i CHC) links present and future generations with the legacy landscape (natural and cultural environments), history, conservation, cultural diversity, and stewardship ethics of Lāna‘i.

Located in the middle of the old Dole Administration Building (DAB) in the center of town, Lāna‘i CHC currently provides 1,300 square feet of museum and archival space for residents and visitors; and also takes the lead for historical preservation/restoration of historical sites on the island, provides education and interpretive services for students and adults, and archives artifacts that would be used in future expansion.

Lāna‘i CHC is financially supported by financial and in kind donations and grants. To maintain and expand services, grants will be necessary and an endowment fund is being started so its earnings can help with future operations.



## III. Motto – Mission – Vision

**Motto: Honoring the Past, Enriching the Future.**

**Mission: The Lāna‘i Culture & Heritage Center seeks to inspire people to be informed, thoughtful and active stewards of Lāna‘i’s heritage by preserving, interpreting and celebrating its natural history, Hawaiian traditions, diverse heritage and cultures, and ranching and plantation era histories.**

**Vision: Ola ka ‘Āina, Ola ke Kānaka, Ola ke Kaiāulu  
Healthy Land, Healthy People, Healthy Community<sup>1</sup>**

## **IV. Program History – Current Status**

Awareness of Lāna‘i’s history fosters appreciation for our environment and core community values. Appreciation leads to actions of stewardship and perpetuation knowledge – **“Honoring the past, Enriching the future.”**

The Lāna‘i Culture & Heritage Center is an integral facet of Lāna‘i’s future.

### **A. Purpose and Activities**

- To collect, preserve and display artifacts of traditional, cultural, historical and artistic value to the people and island of Lāna‘i—representative of Lāna‘i’s Hawaiian culture, ranching era, diverse populations who built the pineapple plantation and community on the island, and natural history. Such collections will be housed, curated, and displayed in a community museum and natural history center managed and operated by the Lāna‘i CHC, in partnership with community and charitable organizations, and other museums in the State of Hawai‘i.
- To educate and cultivate interest and knowledge in the natural environment, history, folklore, culture, customs and practices of Lāna‘i’s people; and provide access to archival and artifactual resources for research and to increase awareness of Lāna‘i’s history.
- To identify and recommend cultural and natural landscapes and archaeological sites of historical importance and interest to Lāna‘i for preservation, and to facilitate appropriate forms and levels of access and interpretation.
- To study and promote awareness of the unique environment and ecosystems of Lāna‘i; to develop programs to ensure preservation of the island’s endemic and indigenous life forms.



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<sup>1</sup> This statement is rooted in Kūpuna knowledge, and can logically be applied to another level of a healthy society—when land, people and communities are healthy, business (economic sustainability) can also be healthy and sustainable.

## B. Organizational Background and Those We Serve

The Lānaʻi Culture & Heritage Center was formally incorporated as a federally recognized 501(c)(3) non-profit organization in 2007. Since opening, the Lānaʻi CHC has provided cultural and place-based interpretive resource access to more than 72,000 people. Nearly 22,000 of our program participants are residents of Lānaʻi who have participated in a wide range of museum, class room, and field programs. The remaining 50,000-plus contacts have been visitors to the island who have left the heritage center with a deeper appreciation of the unique legacy that the families of Lānaʻi cherish and seek to protect.

Partners in programs and resource stewardship initiatives have included the Lānaʻi High & Elementary School, Honua Consulting, the Office of Hawaiian Affairs, Hawaiʻi Pacific University, UH-Maui College, Read To Me International, the Beamer ʻOhana, Four Seasons Lānaʻi, Queen Liliʻuokalani Children’s Center, Pūlama Lānaʻi and the State Foundation on Culture & the Arts. The support of charitable foundations, agencies, and over 1,000 individuals have made Lānaʻi CHC a successful community history center.

## C. Board Membership

As of March, 2015, members of the Board of Directors of the Lānaʻi Culture & Heritage Center Board are: Jay Ballesteros, Michele Holsomback, Warren Osako, Sheila Black, John Schaumburg, Joan dela Cruz, Jerrilyn Yumol, Albert Morita, Pam Pili Alconcel, and John Mumford.



## D. Hours of Operation and Frontline Staff

Heritage Center hours are 8:30 a.m. to 3:30 p.m., Monday through Friday, and 9:00 a.m. to 1:00 p.m. on Saturday. Special programs are available during off-hours upon request.

The frontline staff includes two fulltime positions, currently filled by Mikala Enfield and Simon Tajiri; one largely volunteer position to manage website and social media, filled by Onaona Pomroy Maly; and a volunteer executive director, Kepā Maly.

Board members and a small group of community volunteers fill various needs of the administration and frontline programs offered by Lānaʻi Culture & Heritage Center.

## E. Needs

### 1. Community

The community has various reasons for needing the resources of Lānaʻi CHC.

- Historical reference
- Education (students, adults and visitors)
- Preservation
- Research

### 2. Lānaʻi Culture & Heritage Center

- Stable source of funding
- Active and interested board members
- Skilled and motivated employees
- Appropriate short and long term plans

## F. Current Financial Capacity

The Lānaʻi Culture & Heritage Center is largely supported by donations to Nā Hoaloha o Lānaʻi (The Friends Giving Organization), grants and donations of family foundations, such as the Agape Foundation Charitable Trust, and daily donations by visitors. In kind donations for bookkeeping, cultural interpretation, executive director, volunteer docents, transportation, housing, artifact storage, and consultation/program workers are extremely important to the operation of Lānaʻi CHC.



As of March, 2015, we have several on-going grants, these include: (1) a three year grant (2012-2015), in the amount of \$995,703.00 from the U.S. Department of Education-Native Hawaiian Education Act Grant to support our place-based curriculum, educational outcomes and distance learning center programs (this grant cycle ends on August 31, 2015); (2) \$20,000.00 from the Island Insurance Foundation in support of an oral history program; and (3) \$25,000.00 in two grants from the Hawaii Community

Foundation and the Hawaiʻi Tourism Authority, to support our administrative operations in 2015, and in the development of a GPS web-enabled application to support field seminars, trails and access, and resources stewardship. Income amounting to several thousand dollars a year is also generated through sales of selected items relating to the history of Lānaʻi, and the mission of the heritage center.

## V. Goals

### A. Build Cultural Capital<sup>2</sup> of the Lānaʻi Culture & Heritage Center



The board of directors and executive director are committed to building greater financial capacity through grants, an endowment program, and the Friends Giving Organization. We will also engage in discussion with various parties who are direct beneficiaries of the services provided free of charge by the Lānaʻi Culture & Heritage Center for financial support.

### B. Expand Facilities

The Lānaʻi Culture and Heritage Center is currently limited to an area of about 1,300 square feet in two rooms of the former plantation management office (The Dole Administration Building). The space is well used, and houses thousands of photos, documents, textiles, artifacts, maps, items representative of the material culture of the diverse ethnic populations of Lānaʻi, dating from the traditional Hawaiian period to the close of the pineapple plantation, and natural history collections.



Our capacity to accept and care for new historical items representative of the history of Lānaʻi is extremely limited due to our current facility constraints. As our elder population dwindles, families don't know what to do with some valuable cultural-historical materials, and if the Lānaʻi CHC cannot accept and care for these items they will be lost to the history of Lānaʻi and future generations.

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<sup>2</sup> Cultural capital (versus economic capital) includes such things as family background, knowledge of place, language, generational attachment to the living environment, traditional knowledge of our elders, and those intangible qualities of life and beliefs. It provides people with a foundation in forming behaviors, values, and the sense of well-being in their community. Cultural capital transmits the attitudes and knowledge of a given culture to those who descend from that culture and to those who come to live in the area where the culture is prevalent. Understanding and respect for one's cultural background and legacy builds personal confidence and opens the door to higher education. The Lānaʻi Culture & Heritage Center reconnects our community with its cultural capital, which in-turn builds the cultural capital of the organization.

We are currently in consultation with the building's owner, Pūlama Lāna'i, to explore opportunities for expanded or new facilities. A major goal of our strategic planning therefore centers around the development of space to ensure that Lāna'i's history is preserved and passed on to future generations of residents and island visitors.

### C. Expand Collections

The Lāna'i CHC facilities are climate controlled, with the temperature set at 72° / humidity at 60% in the exhibit room (DAB 118 front); in the main office/archive collection (DAB 118 back); and in the closed archive (DAB 124).

In addition to native artifacts, we also collect historical papers, photos, maps, textiles, and other things which document places,



plantation history, cultural heritage and families of Lāna'i.



One of the important aspects of the Lāna'i CHC program is the collection of items which come from—and document—the history of Lāna'i. We cannot take everything made or owned by every resident of Lāna'i.

## D. Maintain Educational and Interpretive Services for Community and Visitors

The Lānaʻi Culture & Heritage Center serves a broad constituency including residents with a multi-generational history on Lānaʻi, families who have more recently moved to Lānaʻi, island guests, and people with interest in Lānaʻi and Hawaiian history who access resources via the worldwide web ([www.lanaichc.org](http://www.lanaichc.org)). All services are offered free of charge.



## E. Build our Staff Capacity 2015-2017

Our current executive director has been instrumental in the success of Lānaʻi CHC. He has had the vision, led the board, obtained funding, served as project manager, and has managed all of the programs. In order to succeed him within the next 3 to 4 years we need to hire an assistant executive director to work under his mentorship. The funding for the ED position has been provided by Agape Foundation as a grant and partially by Pūlama Lānaʻi as an in kind donation.

We would also anticipate the need for an Education Program Manager/Coordinator if funding is available in year 2017, serving in conjunction as an assistant ED.

If funding was available, an archivist and administrative assistant would be instrumental in accomplishing the above goals.

## F. Five Year Plan 2015-2020

Establish the Lānaʻi Culture & Heritage Center  
Endowment Fund

**\$2,000,000.00**

Years 3-5 Engage in Development  
and Operations of Enlarged Facility

**\$1,000,000.00**

Exhibit, curatorial and administrative space dedicated to:

1. Rotating Exhibits of Community Interest, Designed in Partnership with Community Organizations (e.g., Filipino Community Association, Hongwanji, Hawaiian 'Ohana...)

2. Enlarge Archival and Arifactual Collections Storage, Management and Research Facility
3. Develop Distance Learning and Audiovisual-Community Learning Center
4. Enlarge Exhibit and Display Rooms
5. Avery Truck and Harvesting Machine Stabilization and Displays \$ 50,000.00

## VI. Measuring Outcomes

Measuring a program's performance informs us whether the programs and activities engaged in have produced the desired effects or outcomes—have we achieved our objectives. Measuring outcomes tells the program administrators and the evaluator what impacts the program has had or what results have been achieved. Below, are a few questions we've asked, and reflections from residents and guests, which help us evaluate the effectiveness of our work:

- **What has changed in the lives of individuals, families, organizations, or the community as a result of this program?**

### Resident and Guest Comments:

Most visitors comment that Lāna'i CHC is one of the best small museums that they have visited. They have learned more about Lāna'i than they would have otherwise. Participants have also learned through their experiences in programs. I took a group of my classmates to Maunalei Valley, and many had never been there before. I believe that the program opens up a whole new insight into Lāna'i and its history for everyone. Warren Osako, Lāna'i City.

"Lāna'i Culture & Heritage Center has taught me to remember how our kūpuna once lived. To cherish the ways of the past. To preserve ancient sites. To mālama 'āina. To make a difference for the island. I realize that Lāna'i is more unique than I thought it was. Some islands don't have access to historical sites like we do. Some don't have the bond with their community like we do." Kayci Kaopuiki Galiza, Grade 11. Lāna'i City.

I am proud that the Lāna'i CHC has been able to compile, document and preserve evidence of Lāna'i's past generations of ethnic groups who have made the island community what it is today. The Japanese concept of "okage sama de" comes to my mind frequently. Literally, *because of your shadow*, the community is what it is because of the hard work and beliefs of everyone who preceded us. Without the efforts of the Lāna'i CHC, even the present generation of residents would not—and could not—understand and appreciate what we have. Sheila Black, Lāna'i City.

"Great insight on the history where my Filipino heritage comes from." Hector Cruz.

“So meaningful to me after spending a couple months here.” Jess Quinn,

“Loved it! Already want to come back!” Peter & Alysse Ford. Denver, CO

“Beautiful, informational, and educational! Enjoyed all that it has to offer.” Seana & Saline Tupua Kapolei, HI.

Mahalo nui loa for your extraordinary care and research and love for Lāna‘i. We are blessed with you.” Malia MacKillop, Hawai‘i.

- **Has this program made a difference?**

Resident and Guest Comments:

The Lāna‘i CHC has made a significant difference in the lives of individuals, families, organizations, and the community. People are gaining a stronger sense of place and value of their legacy and responsibility to pass Lāna‘i’s history on to future generations. The oral history programs and the NHE grant program have opened a whole new world of experience for the participants and their families. The programs also make a big difference in how visitors view Lāna‘i.

“Beautiful to see our History!” N. Etrata. Lāna‘i City.

“Very detailed, I should have stopped here first!” Justin Pytka, USA.

“Maika‘i loa a le‘ale‘a ka hale hō‘ike‘ike.” Kaiwi Akioka, O‘ahu.

“Best part of our visit—we wish you the best in the future!” Sharon and Jim Bryden, Binghamton, NY.

“Fascinating. Keep Lanai as much the same as possible!” Dudley Hallagan, Bristol, RI.

“Very interesting and well organized. Great visit.” Christine and Pascal Pineau, Montpellier, France.

“Mahalo for keeping the history of the island alive!” M. Felipe. Lāna‘i City.

“Our third visit—always interesting!” Suzanne and Tom Knauss, Seattle, WA.

“Lucky to discover this pearl of a place. Aloha.” Casey Brown, USA.

“Good to see your hard work come to fruit in this center.” Larry, Cathy, Emily, Sarah Habschmidt, Richmond, IN.

When my late husband, Duane, and I moved to Lāna‘i, and he joined Tom Cleghorn’s staff back on 1963, one of Duane’s dreams was to find a way to collect and preserve plantation documents and artifacts that would otherwise be trashed. Our home and garage slowly became a depository of items that we would “someday” organize and document. I am grateful for the Lāna‘i CHC making his dream a reality. Sheila Black, Lāna‘i City.

- **How are the lives of program participants better as a result of the program?**

Resident and Guest Comments:

“Mahalo for keeping the stories alive.” BJ & Paulette Lawless.

“Thank you for maintaining this rich cultural heritage. We are humbled by our visit.”  
Brad & Carrolyn Neal, Lincoln, IL

“Amazing history that needs to be remembered and celebrated!” Tim & Mary  
Belcher, Louisville, KY

“Very informative, concise history. Wonderful island.” Rex Gardner & Prue Purser.  
Hobart, Tasmania, Australia.

“Thanks for the center! Helping me remember the heritage & culture again.” T.  
Morita, Lāna‘i & Maryland.

The program has made people more aware of the history of Lāna‘i and is a valuable resource for this history. The website has made important resource material more accessible to individuals, families, organizations, and the community. Warren Osako, Lāna‘i City.

The programs and activities help residents and guests gain an appreciation for our island culture and heritage; and gain a better understanding of why this island and this community is so unique and treasured by those of us who live here. I hope to see the Lāna‘i CHC facility expanded to include more detailed exhibits of the various ethnic groups’ cultural and historical contributions to the community.

To achieve even better outcomes we need more collaboration between Lāna‘i CHC, the majority land owner, educational institutions, and the visitor industry. People who share in the history of place are more informed and engaged. Healthy land, healthy people, healthy community, and healthy business.