



JAPANESE AMERICAN CITIZENS LEAGUE

Proposed 2017–2018 Biennial Budget

July 11, 2016
Las Vegas, Nevada

Summary

This document outlines a 2017–2018 biennial budget for JACL revenues and expenditures. In the accompanying tables, programs can be found along the top, while revenue and expenditure categories are listed along the left. Total revenues equal total expenditures, so the budget is balanced.

Programs are grouped into the three main activities of nonprofit organizations: (1) program services, (2) fundraising, and (3) general and administrative. Columns are also included for group subtotals, organization-wide totals, and comparative figures from 2015. Actual methods of cost allocation used in the production of financial statements may differ.

Revenue Allocation

Revenues were determined by compiling a list of anticipated funding sources, including membership dues, public support, investment earnings, grants, and fundraising campaigns. Some JACL revenue is restricted by individual donors or designated internally for specific programs and purposes. Only when qualified expenditures are made in fulfillment of donor intentions can restricted funds be recognized as income.

Note that the revenue allocation tables included in this document do not depict how much revenue each program generates, but rather how total anticipated revenues are allocated among programs. More specifically, only restricted and designated revenues can be found in program columns, while unrestricted revenue defaults to the general and administrative column. This format allows for evaluation of programs on the basis of their demand on total unrestricted funding.

Membership dues and related figures were projected by fitting a linear regression model to data from 2001–2015. Revenue, chapter dues rebates, and membership counts were analyzed

separately, as they do not precisely correlate. The results of these analyses are as follows.

	Number of	Total Dues	Pacific	Chapter
Year	Memberships	Revenue	Citizen	Dues
			Allocation	Rebates
2017	6,139	\$548,063	\$73,668	\$31,307
2018	5,424	\$514,781	\$65,088	\$29,227

Public support revenue consists of unsolicited gifts. \$50,000 in public support gifts have been budgeted for both 2017 and 2018. This expectation has been reduced from \$100,000 in 2015.

Investment income is comprised of both restricted and unrestricted earnings on investments. Use of restricted revenue was determined based on levels of accrued earnings, internal needs, and committee decisions. Applicable unrestricted investment earnings are budgeted in accordance with the Endowment Spending Policy. In 2017, a total of \$403,183 is budgeted for withdrawal from endowments:

- \$295,229 from the Legacy Fund
 - \$177,137 for National programs
 - \$59,046 for distribution to chapters
 - \$35,000 for Legacy grant awards
- \$60,000 from the Masaoka Endowment for two Mike M. Masaoka Congressional Fellowships
- \$72,000 for scholarship awards

In 2018, an increase of \$5,000 in Legacy Fund grant awards is planned, for total investment revenue that year of \$408,183.

Pacific Citizen revenue is derived primarily from advertising and non-member subscriptions. These figures were determined by subtracting the projected membership dues allocations from proposed Pacific Citizen expenditures.

Fundraising revenue is comprised of both restricted and unrestricted solicited donations through giving campaigns and relationships with funding organizations. Anticipated revenues for both 2017 and 2018 include:

- \$93,500 in restricted funding for convention through gifts from AARP, Disney/ABC, AT&T, CBS, Comcast, JACL Health Benefits Trust, JACL Credit Union, MUFG Union Bank, and others;
- \$75,000 from giving campaigns;
- \$35,000 in unrestricted gifts from AARP, National Association of Broadcasters, Japan International Cooperation Center (JICE), and Verizon;
- \$5,000 from NY/SC fundraising campaigns;
- \$3,000 from annual scholarship donors; and
- \$40,000 of in-kind gifts from Southwest Airlines.

Grant revenue expectations were based on previous years, established relationships with funding organizations, and secured awards. Considerable effort was invested to ensure this list contained only funding of reasonable certainty. The grant figure of \$164,120 includes:

- \$67,500 from State Farm for DC Leadership Summit, National Convention, and NY/SC;
- \$50,000 from Ford Foundation for campus outreach, fellowships, and National Convention; and
- \$40,000 from UPS for fellowships and National Convention.

In 2018, this figure was increased to \$334,680, due predominantly to the expectation of a \$173,300 grant from the National Endowment for the Humanities to fund teacher training workshops.

Fees and registration revenue is generated from registrations and advertising at conferences and summits. The \$82,500 figure in both 2017 and 2018 can be broken down as follows:

- \$65,000 from National Convention registrations
- \$10,000 from advertisers at National Convention
- \$7,500 from districts as tuition for DC Leadership Summit participants

Other Revenue consists primarily of rental income from tenants at the National Headquarters building in San Francisco. The \$40,603 increase over 2015 revenues to \$60,000 in 2017 and \$80,000 in 2018 is due to expectations of increased rental income from the facility.

Staff Allocation

Staff hours were allocated on the basis of program proposals, actual allocation in 2015, and the planned elimination of 2.0 FTE (full-time staff equivalents) from National and 1.0 FTE from the Pacific Citizen, or 4,160 and 2,080 annual staff hours, respectively.

Hourly recharge rates were used to distribute organizational costs among programs and were calculated based on the average cost of wages, payroll taxes, health insurance, retirement contributions, and AD&D insurance. Two rates were calculated to budget estimated cost allocations to programs: one for National (\$36.17) and one for the Pacific Citizen (\$27.26). Actual rates used internally for allocating personnel costs to programs may vary.

Expenditures

Expenditures are listed by both program and function. Subtotals, totals, and comparative figures from 2015 are again provided for reference. Program plans should be consulted to

gain more insight into the use of allocated funds. However, due to the numerous modifications made to the proposed budget, program plans are subject to change on the basis of approved costs, who among remaining staff is assigned to manage the program, and expectations of the National Board.

Functions are explained in the glossary below. There are two functional expenses allocated internally to programs: personnel and occupancy. Personnel cost is distributed based on staff hours as explained in the previous section, and total occupancy for the organization is allocated in proportion to these charges. This method of allocation is subject to change in accordance with recommended accounting practices.

Glossary of Functional Expenditures

Advertising: Cost of purchasing ads or public services announcements about JACL

Awards: Pins, certificates, and other awards

Books/Publications: Purchase of books, videos, & other media

Circulation/Mailing: Newspaper circulation (PC only)

Composition/Presswork: Newspaper composition and presswork (PC only)

Commissions: Commissions paid to contributors (PC only)

Contract Services: Fees for outside services, such as auditors, contractors, investment management, and consultants

Contributions: Donations to other organizations and programs

Dues/Subscriptions: Subscriptions to magazines, newspapers, and other periodicals

Editorials: Costs incurred for publication of editorials (PC only)

Equipment: Rental, maintenance, and purchase of expendable equipment under \$500

Fees: Licensing and other regulatory fees

Insurance: Liability, workers' compensation, directors/officers, and publication insurance

Interest: Financing costs of loans

Maintenance: Janitorial services, ground/building maintenance, elevator service, fire alarms, security

Meetings/Conferences: Cost of conducting meetings and conferences, such as rental or purchase of meeting equipment and spaces, gratuities, and catering

Miscellaneous: Costs not included elsewhere

National Board Activity: Expenses incurred by the National Board for meeting attendance, office supplies, staff assistance, consultants, and other activities

Occupancy: Rent, parking, and storage

Office Supplies: Paper, pens, folders, and other consumable supplies and materials

Organizational Development: Costs incurred to increase organizational capacity

Personnel: Salaries, payroll taxes, retirement benefits, and insurance for JACL employees

Personnel Recruitment: Costs related to recruitment of personnel

Postage/Delivery: Stamps, postage meters, bulk mailing, registered mail, sorting/handling, and other mailing costs

Printing/Copying: Design and production of booklets, brochures, and other publications

Refunds/Rebates: Payments to chapters and districts of disbursements, membership rebates, refunds, and grants

Scholarships/Fellowships/Grants: Scholarships, fellowships, stipends, and other assistance

Staff Development: Training, seminars, coursework, purchase of educational materials for personnel improvement

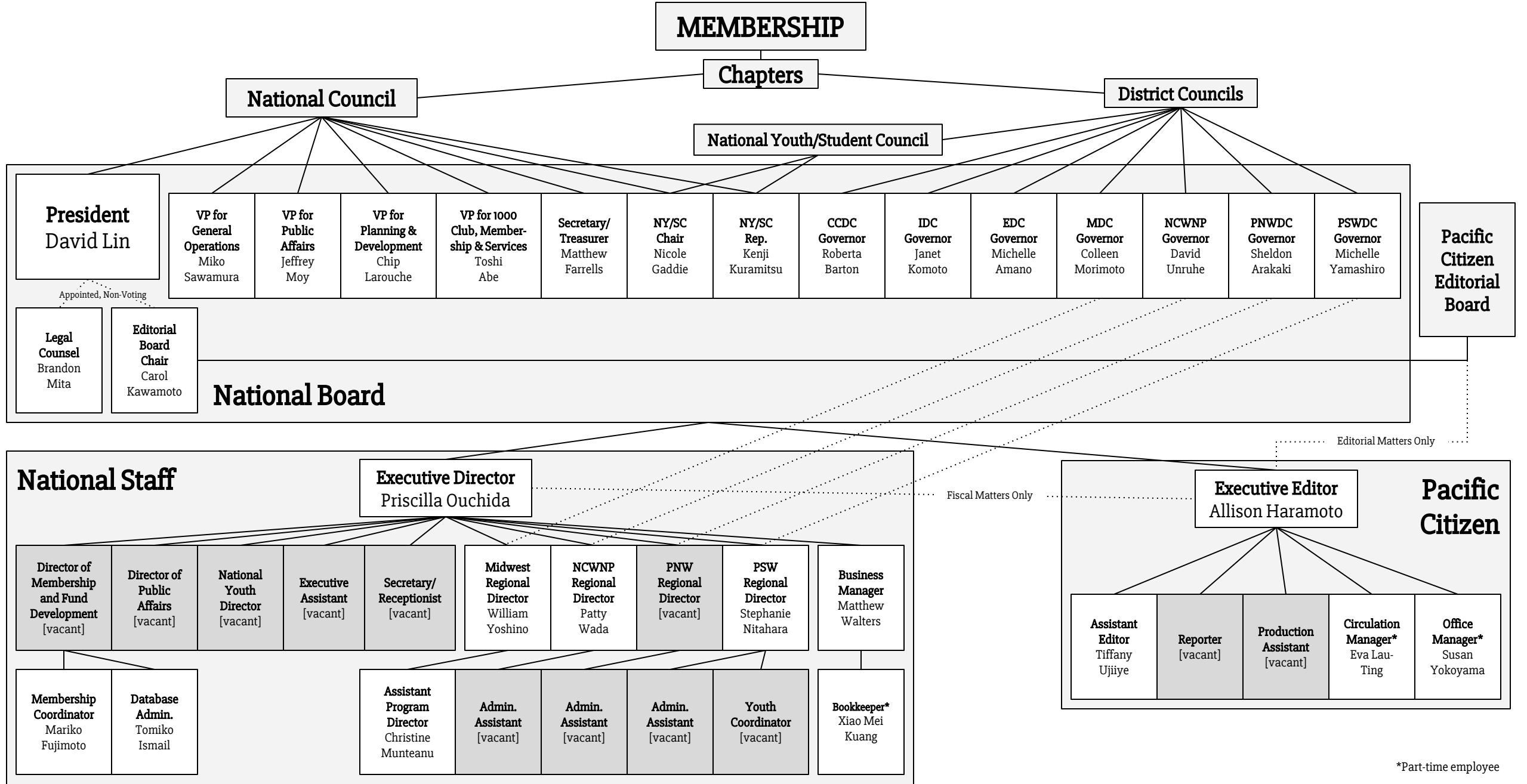
Staff Recruitment: Advertisements, travel, moving, and other costs related to recruitment of personnel

Telephone/Fax: Local/long-distance telephone fees

Travel: Air and ground transportation costs, lodging, meals, and other costs

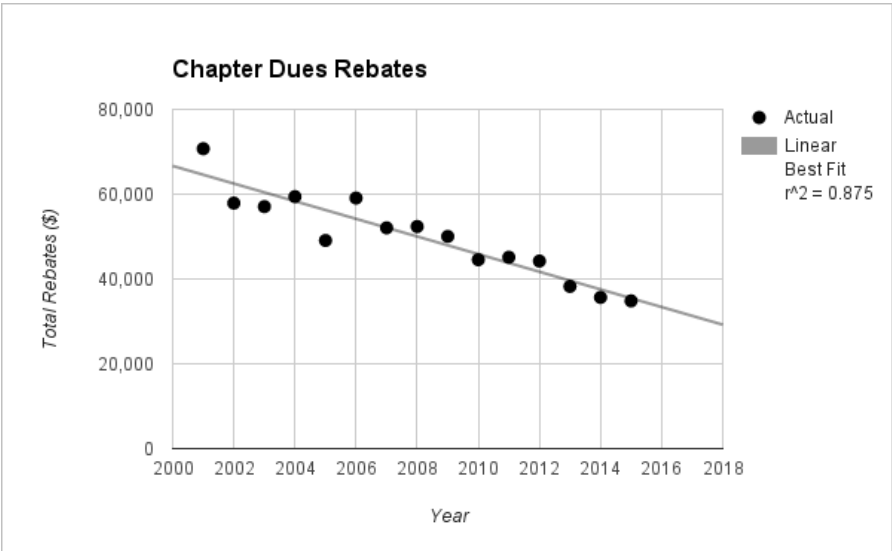
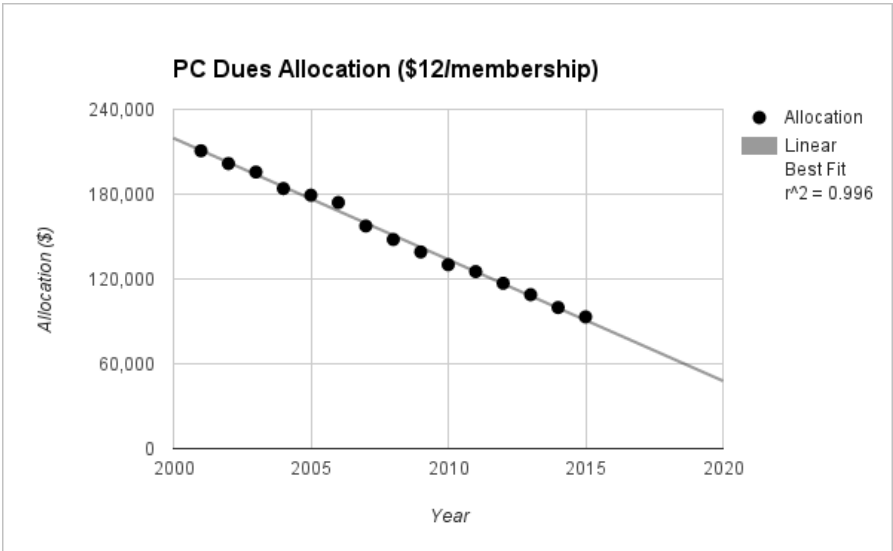
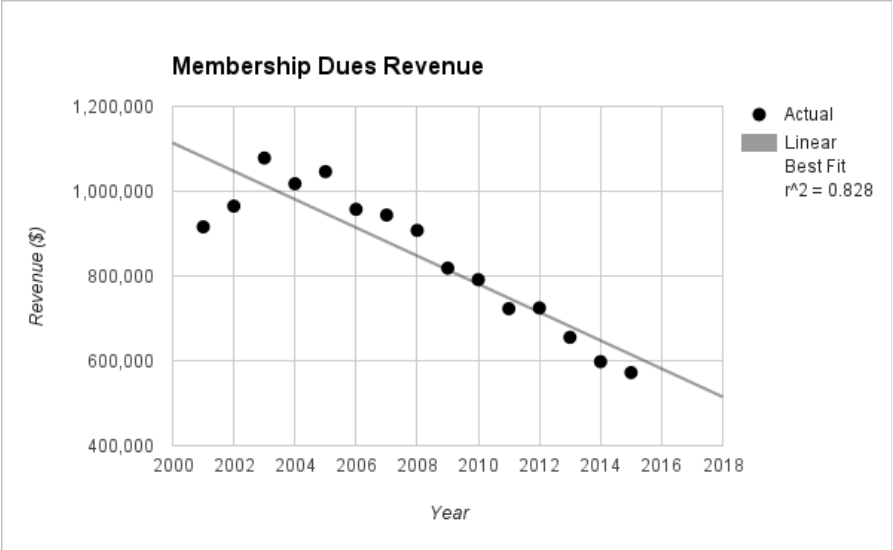
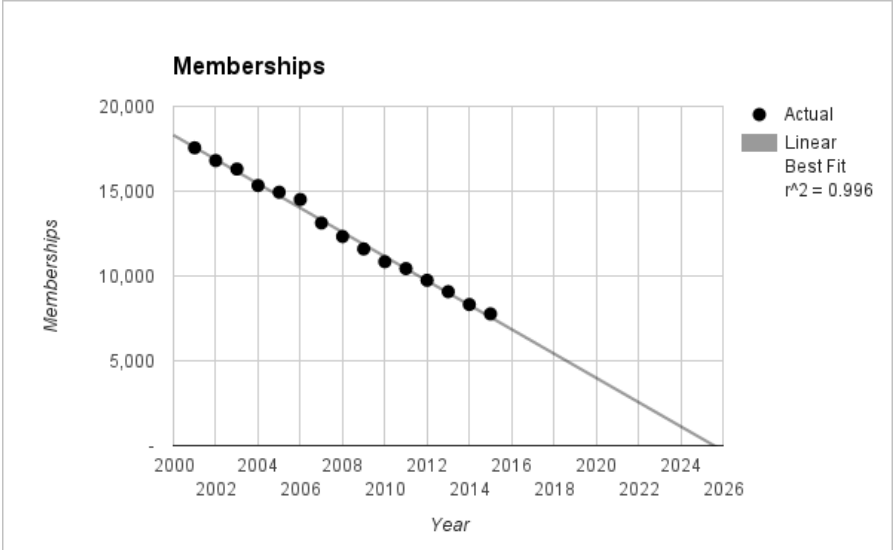
Utilities: Gas, electricity, trash, recycling, water

Organization Chart on May 9, 2016



*Part-time employee

Membership: Actual and Projected, 2001–2018



2017 Revenue and Staff Allocation

Revenue Allocation*	Services															Fundraising					General & Admin	Total	FY 2015
	Anti-hate	Campus Outreach	DC Lead Summit	Edu-cation	Interns & Fellows	Kake-hashi	Legacy Grants	Mktg & Comm	National Conv	NEH Grant	NY/SC	Pacific Citizen	Scholar-ship	Social Justice	Subtotal	Annual Giving	Endow-ments	Fund Devel	Member-ship	Subtotal			
Membership Dues	-	-	-	-	-	-	-	-	-	-	-	73,668	-	-	73,668	-	-	-	-	-	474,395	548,063	572,239
Public Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000	50,000	64,433
Investment Income	-	-	-	-	60,000	-	94,046	-	-	-	-	-	72,000	-	226,046	-	-	-	-	-	177,137	403,183	341,063
Pacific Citizen	-	-	-	-	-	-	-	-	-	-	-	201,898	-	-	201,898	-	-	-	-	-	-	201,898	174,403
Book Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants	6,620	5,000	17,500	-	65,000	-	-	-	55,000	-	15,000	-	-	-	164,120	-	-	-	-	-	-	164,120	215,077
Fundraising	-	-	-	-	-	-	-	-	93,500	-	21,000	-	3,000	-	117,500	-	-	-	-	-	165,356	282,856	464,209
Fees & Registration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	82,500	82,500	42,677
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,000	60,000	19,397
Restrict'd Rev. Use	6,620	5,000	17,500	-	125,000	-	94,046	-	148,500	-	36,000	275,566	75,000	-	783,232	-	-	-	-	-	-	783,232	
Unrestrict'd Rev. Use	11,731	7,496	(301)	7,368	6,199	2,249	4,273	7,237	28,324	7,996	5,693	-	11,819	186,937	287,022	32,395	69,996	33,677	151,581	287,650	434,717	1,009,389	
Total Revenue Use	18,351	12,496	17,199	7,368	131,199	2,249	98,319	7,237	176,824	7,996	41,693	275,566	86,819	186,937	1,070,255	32,395	69,996	33,677	151,581	287,650	434,717	1,792,621	1,893,498
% Restrict Rev	36.1%	40.0%	101.7%	0.0%	95.3%	0.0%	95.7%	0.0%	84.0%	0.0%	86.3%	100.0%	86.4%	0.0%	73.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	43.7%	
Staff Allocation																							
Nat'l Hours (Direct)	367	150	30	92	24	45	84	100	1,190	160	300	-	230	2,239	5,012	190	144	455	2,823	3,612	2,882	11,506	18,273
Nat'l Hours (Indirect)	84	34	7	21	6	10	19	23	273	37	69	-	53	513	1,149	44	33	104	647	828	661	2,638	2,393
Nat'l FTE	0.22	0.09	0.02	0.05	0.01	0.03	0.05	0.06	0.70	0.09	0.18	-	0.14	1.32	2.96	0.11	0.09	0.27	1.67	2.13	1.70	6.80	9.94
Pacific Citizen Hours	-	-	-	-	-	-	-	-	-	-	-	5,048	-	-	5,048	-	-	-	-	-	-	5,048	7,262
Pacific Citizen FTE	-	-	-	-	-	-	-	-	-	-	-	2.43	-	-	2.43	-	-	-	-	-	-	2.43	3.49
Total Hours	451	184	37	113	30	55	103	123	1,463	197	369	5,048	283	2,753	11,209	234	177	559	3,470	4,440	3,543	19,192	27,938
Total FTE	0.22	0.09	0.02	0.05	0.01	0.03	0.05	0.06	0.70	0.09	0.18	2.43	0.14	1.32	5.39	0.11	0.09	0.27	1.67	2.13	1.70	9.23	13.43
Hourly Recharge^	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	27.26	36.17	36.17		36.17	36.17	36.17	36.17		36.17		
Total Cost	16,327	6,670	1,334	4,091	1,067	2,001	3,735	4,455	52,921	7,114	13,339	137,608	10,227	99,564	360,455	8,448	6,403	20,231	125,523	160,605	128,137	649,197	886,029
% of Total Hours	2.4%	1.0%	0.2%	0.6%	0.2%	0.3%	0.5%	0.6%	7.6%	1.0%	1.9%	26.3%	1.5%	14.3%	58.4%	1.2%	0.9%	2.9%	18.1%	23.1%	18.5%	100%	

* Only restricted and designated revenues, such as grants and event sponsorships, are allocated to programs. All unrestricted revenue is assigned to general & administrative.

^ Recharge rates based on average cost of wages, health care, retirement contributions, AD&D insurance, and payroll taxes. Actual cost allocation rates may vary.

2017 Expenditures

Category	Services															Fundraising					General & Admin	Total	FY2015
	Anti-hate	Campus Outreach	DC Lead Summit	Edu-cation	Interns & Fellows	Kake-hashi	Legacy Grants	Mktg & Comm	National Conv	NEH Grant	NY/SC	Pacific Citizen	Scholar-ship	Social Justice	Subtotal	Annual Giving	Endow-ments	Fund Devel	Member-ship	Subtotal			
Personnel	16,327	6,670	1,334	4,091	1,067	2,001	3,735	4,455	52,921	7,114	13,339	137,608	10,227	99,564	360,455	8,448	6,403	20,231	125,523	160,605	128,137	649,197	886,029
Contract Services	-	-	-	300	-	-	-	2,230	10,688	-	1,000	20,000	-	-	34,218	6,700	62,800	-	-	69,500	71,499	175,216	262,556
Awards	-	-	-	-	-	-	-	-	1,556	-	-	-	-	-	1,556	-	-	-	3,000	3,000	-	4,556	4,900
Dues/Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000	-	-	-	-	-	1,800	2,800	2,901
Equipment	-	-	-	-	-	-	-	-	-	-	-	4,000	-	-	4,000	-	-	-	-	-	1,500	5,500	2,667
Postage/Delivery	-	-	-	200	-	-	-	-	1,301	-	200	3,000	125	25	4,851	6,700	-	-	-	6,700	13,984	25,536	19,546
Printing/Copying	-	-	-	-	-	-	-	-	2,809	-	300	1,000	200	50	4,359	8,500	-	938	6,000	15,438	18,373	38,170	35,224
Office Supplies	-	-	200	-	-	-	75	-	1,000	-	200	2,000	-	150	3,625	1,000	-	-	-	1,000	2,727	7,352	8,853
Telephone/Fax	-	-	-	-	-	-	-	-	-	-	-	7,000	-	-	7,000	-	-	-	-	-	20,000	27,000	31,234
Books/Publications	-	-	-	-	-	-	-	-	-	-	-	500	-	-	500	-	-	-	-	-	-	500	1,002
Fees	-	-	-	-	-	-	-	-	-	-	1,000	2,000	-	-	3,000	-	-	-	-	-	255	3,255	3,874
Refunds/Rebates	-	-	-	-	-	-	59,046	-	525	-	-	3,000	-	64,307	126,878	-	-	-	-	-	-	126,878	149,932
Meetings/Conf.	-	-	8,500	800	-	-	-	-	73,349	-	7,000	2,000	-	1,500	93,149	-	-	-	-	-	-	93,149	121,809
Travel	-	5,000	7,000	1,470	5,000	-	-	-	20,000	-	17,000	3,000	-	3,000	61,470	-	-	10,000	-	10,000	10,000	81,470	153,456
Nat'l Board Activity	-	-	-	-	-	-	-	-	5,504	-	-	-	-	-	5,504	-	-	-	-	-	12,000	17,504	41,355
Commissions	-	-	-	-	-	-	-	-	-	-	-	18,438	-	-	18,438	-	-	-	-	-	-	18,438	18,438
Editorials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Composition/Press	-	-	-	-	-	-	-	-	-	-	-	21,920	-	-	21,920	-	-	-	-	-	-	21,920	27,388
Circulation/Mailing	-	-	-	-	-	-	-	-	-	-	-	45,600	-	-	45,600	-	-	-	-	-	-	45,600	60,035
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,311	14,311	14,311
Occupancy	2,024	827	165	507	132	248	463	552	6,559	882	1,653	-	1,268	12,341	27,621	1,047	794	2,508	15,558	19,907	15,882	63,410	121,367
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,580	9,580	9,659
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	-	-	-	-	-	-	5,000	99,004
Insurance	-	-	-	-	-	-	-	-	-	-	-	2,000	-	-	2,000	-	-	-	-	-	84,669	86,669	84,084
Miscellaneous	-	-	-	-	-	-	-	-	610	-	-	1,000	-	-	1,610	-	-	-	1,500	1,500	30,000	33,110	34,298
Scholar/Fellow/Grant	-	-	-	-	125,000	-	35,000	-	-	-	-	-	-	75,000	235,000	-	-	-	-	-	-	235,000	189,223
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	706
Organizational Devel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-	-	-	-	-	1,500	-	-	1,500	-	-	-	-	-	-	1,500	-
Total Expenditures	18,351	12,496	17,199	7,368	131,199	2,249	98,319	7,237	176,824	7,996	41,693	275,566	86,819	186,937	1,070,255	32,395	69,996	33,677	151,581	287,650	434,717	1,792,621	2,383,848
% of Total Exp.	1.0%	0.7%	1.0%	0.4%	7.3%	0.1%	5.5%	0.4%	9.9%	0.4%	2.3%	15.4%	4.8%	10.4%	59.7%	1.8%	3.9%	1.9%	8.5%	16.0%	24.3%	100.0%	-
Net Revenue over Exp	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(0)	(490,350)

2018 Revenue and Staff Allocation

Revenue Allocation*	Services															Fundraising					General & Admin	Total	FY 2015
	Anti-hate	Campus Outreach	DC Lead Summit	Edu-cation	Interns & Fellows	Kake-hashi	Legacy Grants	Mktg & Comm	National Conv	NEH Grant	NY/SC	Pacific Citizen	Scholar-ship	Social Justice	Subtotal	Annual Giving	Endow-ments	Fund Devel	Member-ship	Subtotal			
Membership Dues	-	-	-	-	-	-	-	-	-	-	-	65,088	-	-	65,088	-	-	-	-	-	449,693	514,781	572,239
Public Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000	50,000	64,433
Investment Income	-	-	-	-	60,000	-	99,046	-	-	-	-	-	72,000	-	231,046	-	-	-	-	-	177,137	408,183	341,063
Pacific Citizen	-	-	-	-	-	-	-	-	-	-	-	213,978	-	-	213,978	-	-	-	-	-	-	213,978	174,403
Book Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants	3,880	5,000	17,500	-	65,000	-	-	-	55,000	173,300	15,000	-	-	-	334,680	-	-	-	-	-	-	334,680	215,077
Fundraising	-	-	-	-	-	-	-	-	93,500	-	21,000	-	3,000	-	117,500	-	-	-	-	-	134,000	251,500	464,209
Fees & Registration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	82,500	82,500	42,677
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,000	80,000	19,397
Restrict'd Rev. Use	3,880	5,000	17,500	-	125,000	-	99,046	-	148,500	173,300	36,000	279,066	75,000	-	962,292	-	-	-	-	-	-	962,292	
Unrestrict'd Rev. Use	10,623	4,998	(301)	6,018	6,199	2,249	4,273	7,237	26,703	4,488	5,693	-	8,819	175,862	262,862	25,695	69,996	33,677	151,581	280,950	429,519	973,331	
Total Revenue Use	14,503	9,998	17,199	6,018	131,199	2,249	103,319	7,237	175,203	177,788	41,693	279,066	83,819	175,862	1,225,154	25,695	69,996	33,677	151,581	280,950	429,519	1,935,623	1,893,498
% Restricted Rev.	26.8%	50.0%	101.7%	0.0%	95.3%	0.0%	95.9%	0.0%	84.8%	97.5%	86.3%	100.0%	89.5%	0.0%	78.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	49.7%	
Staff Allocation																							
Nat'l Hours (Direct)	290	100	30	65	24	45	84	100	1,095	693	300	-	230	2,059	5,116	190	144	455	2,823	3,612	2,778	11,506	18,273
Nat'l Hours (Indirect)	67	23	7	15	6	10	19	23	251	159	69	-	53	472	1,173	44	33	104	647	828	637	2,638	2,393
Nat'l FTE	0.17	0.06	0.02	0.04	0.01	0.03	0.05	0.06	0.65	0.41	0.18	-	0.14	1.22	3.02	0.11	0.09	0.27	1.67	2.13	1.64	6.80	9.94
Pacific Citizen Hours	-	-	-	-	-	-	-	-	-	-	-	5,048	-	-	5,048	-	-	-	-	-	-	5,048	7,262
Pacific Citizen FTE	-	-	-	-	-	-	-	-	-	-	-	2.43	-	-	2.43	-	-	-	-	-	-	2.43	3.49
Total Hours	357	123	37	80	30	55	103	123	1,346	852	369	5,048	283	2,531	11,337	234	177	559	3,470	4,440	3,415	19,192	27,938
Total FTE	0.17	0.06	0.02	0.04	0.01	0.03	0.05	0.06	0.65	0.41	0.18	2.43	0.14	1.22	5.45	0.11	0.09	0.27	1.67	2.13	1.64	9.23	13.43
Hourly Recharge^	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	36.17	27.26	36.17	36.17		36.17	36.17	36.17	36.17		36.17		
Total Cost	12,904	4,446	1,334	2,890	1,067	2,001	3,735	4,455	48,697	30,814	13,339	137,608	10,227	91,561	365,079	8,448	6,403	20,231	125,523	160,605	123,513	649,197	886,029
% of Total Hours	1.9%	0.6%	0.2%	0.4%	0.2%	0.3%	0.5%	0.6%	7.0%	4.4%	1.9%	26.3%	1.5%	13.2%	59.1%	1.2%	0.9%	2.9%	18.1%	23.1%	17.8%	100%	

* Only restricted and designated revenues, such as grants and event sponsorships, are allocated to programs. All unrestricted revenue is assigned to general & administrative.

^ Recharge rates based on average cost of wages, health care, retirement contributions, AD&D insurance, and payroll taxes. Actual cost allocation rates may vary.

2018 Expenditures

Category	Services															Fundraising					General & Admin	Total	FY2015
	Anti-hate	Campus Outreach	DC Lead Summit	Edu-cation	Interns & Fellows	Kake-hash	Legacy Grants	Mktg & Comm	National Conv	NEH Grant	NY/SC	Pacific Citizen	Scholar-ship	Social Justice	Subtotal	Annual Giving	Endow-ments	Fund Devel	Member-ship	Subtotal			
Personnel	12,904	4,446	1,334	2,890	1,067	2,001	3,735	4,455	48,697	30,814	13,339	137,608	10,227	91,561	365,079	8,448	6,403	20,231	125,523	160,605	123,513	649,197	886,029
Contract Services	-	-	-	300	-	-	-	2,230	13,815	15,000	1,000	25,000	-	-	57,345	-	62,800	-	-	62,800	71,499	191,643	262,556
Awards	-	-	-	-	-	-	-	-	1,556	-	-	-	-	-	1,556	-	-	-	3,000	3,000	-	4,556	4,900
Dues/Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000	-	-	-	-	-	1,800	2,800	2,901
Equipment	-	-	-	-	-	-	-	-	-	-	-	3,000	-	-	3,000	-	-	-	-	-	1,500	4,500	2,667
Postage/Delivery	-	-	-	200	-	-	-	-	1,301	-	200	3,000	125	25	4,851	6,700	-	-	-	6,700	13,984	25,536	19,546
Printing/Copying	-	-	-	-	-	-	-	-	2,809	-	300	1,000	200	50	4,359	8,500	-	938	6,000	15,438	18,373	38,170	35,224
Office Supplies	-	-	200	-	-	-	75	-	1,000	1,000	200	2,000	-	150	4,625	1,000	-	-	-	1,000	2,727	8,352	8,853
Telephone/Fax	-	-	-	-	-	-	-	-	-	-	-	7,000	-	-	7,000	-	-	-	-	-	20,000	27,000	31,234
Books/Publications	-	-	-	-	-	-	-	-	-	-	-	500	-	-	500	-	-	-	-	-	-	500	1,002
Fees	-	-	-	-	-	-	-	-	-	-	1,000	2,000	-	-	3,000	-	-	-	-	-	255	3,255	3,874
Refunds/Rebates	-	-	-	-	-	-	59,046	-	525	86,400	-	3,000	-	62,227	211,198	-	-	-	-	-	-	211,198	149,932
Meetings/Conf.	-	-	8,500	800	-	-	-	-	73,349	-	7,000	2,000	-	1,500	93,149	-	-	-	-	-	-	93,149	121,809
Travel	-	5,000	7,000	1,470	5,000	-	-	-	20,000	25,000	17,000	3,000	-	3,000	86,470	-	-	10,000	-	10,000	10,000	106,470	153,456
Nat'l Board Activity	-	-	-	-	-	-	-	-	5,504	-	-	-	-	-	5,504	-	-	-	-	-	12,000	17,504	41,355
Commissions	-	-	-	-	-	-	-	-	-	-	-	18,438	-	-	18,438	-	-	-	-	-	-	18,438	18,438
Editorials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Composition/Press	-	-	-	-	-	-	-	-	-	-	-	21,920	-	-	21,920	-	-	-	-	-	-	21,920	27,388
Circulation/Mailing	-	-	-	-	-	-	-	-	-	-	-	45,600	-	-	45,600	-	-	-	-	-	-	45,600	60,035
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,311	14,311	14,311
Occupancy	1,599	551	165	358	132	248	463	552	6,036	3,819	1,653	-	1,268	11,349	28,194	1,047	794	2,508	15,558	19,907	15,309	63,410	121,367
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,580	9,580	9,659
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	-	-	-	-	-	-	5,000	99,004
Insurance	-	-	-	-	-	-	-	-	-	-	-	2,000	-	-	2,000	-	-	-	-	-	84,669	86,669	84,084
Miscellaneous	-	-	-	-	-	-	-	-	610	15,755	-	1,000	-	-	17,365	-	-	-	1,500	1,500	30,000	48,865	34,298
Scholar/Fellow/Grant	-	-	-	-	125,000	-	40,000	-	-	-	-	-	-	72,000	237,000	-	-	-	-	-	-	237,000	189,223
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	706
Organizational Devel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-	-	-	-	-	1,000	-	-	1,000	-	-	-	-	-	-	1,000	-
Total Expenditures	14,503	9,998	17,199	6,018	131,199	2,249	103,319	7,237	175,203	177,788	41,693	279,066	83,819	175,862	1,225,154	25,695	69,996	33,677	151,581	280,950	429,519	1,935,623	2,383,848
% of Total Exp.	0.7%	0.5%	0.9%	0.3%	6.8%	0.1%	5.3%	0.4%	9.1%	9.2%	2.2%	14.4%	4.3%	9.1%	63.3%	1.3%	3.6%	1.7%	7.8%	14.5%	22.2%	100.0%	-
Net Revenue over Exp	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(0)	(490,350)

2014–2018 Revenue and Staff Allocation (Actual and Budgeted)

Total Revenues	2014 Actual	2015 Actual	2016 Approved	2016 Revised	2017 Proposed	2018 Proposed
Membership Dues	597,985	572,239	549,602	581,346	548,063	514,781
Public Support	324,774	64,433	101,000	5,000	50,000	50,000
Investment Income	445,341	341,063	432,392	375,378	403,183	408,183
Pacific Citizen	159,994	174,403	300,000	263,159	201,898	213,978
Book Sales	-	-	-	-	-	-
Grants	210,752	215,077	295,000	317,644	164,120	334,680
Fundraising	415,056	464,209	387,000	466,500	282,856	251,500
Fees & Registration	98,544	42,677	97,500	82,500	82,500	82,500
Other Revenue	130,085	19,397	28,000	31,500	60,000	80,000
Total Revenue	2,382,531	1,893,498	2,190,494	2,123,026	1,792,621	1,935,622
Staff Allocation						
Nat'l Hours (Direct)	18,833	18,248	18,274	14,890	11,506	11,506
Nat'l Hours (Indirect)	2,470	2,393	4,190	3,414	2,638	2,638
Nat'l FTE	10.24	9.92	10.80	8.80	6.80	6.80
Pacific Citizen Hours	7,117	7,262	6,240	6,240	5,048	5,048
Pacific Citizen FTE	3.42	3.49	3.00	3.00	2.43	2.43
Total Hours	28,419	27,903	28,704	24,544	19,192	19,192
Total FTE	13.66	13.41	13.80	11.80	9.23	9.23
Total Cost	975,992	886,029	1,044,950	854,572	649,197	649,197

2014–2018 Expenditures by Function (Actual and Budgeted)

Category	2014 Actual	2015 Actual	2016 Approved	2016 Revised	2017 Proposed	2018 Proposed
Personnel	975,992	886,029	1,044,950	854,572	649,197	649,197
Contract Services	244,880	262,556	190,000	277,731	175,216	191,643
Awards	1,950	4,900	3,600	4,556	4,556	4,556
Dues/Subscriptions	2,277	2,901	4,942	2,500	2,800	2,800
Equipment	8,866	2,667	11,889	7,500	5,500	4,500
Postage/Delivery	27,400	19,546	32,275	27,435	25,536	25,536
Printing/Copying	47,349	35,224	47,022	38,897	38,170	38,170
Office Supplies	15,147	8,853	19,979	11,372	7,352	8,352
Telephone/Fax	27,034	31,234	19,300	33,500	27,000	27,000
Books/Publications	2,972	1,002	1,300	700	500	500
Fees	10,314	3,874	6,250	3,355	3,255	3,255
Refunds/Rebates	124,262	149,932	56,500	279,656	126,878	211,198
Meetings/Conf.	253,417	121,809	139,353	105,017	93,149	93,149
Travel	152,360	153,456	105,707	87,837	81,470	106,470
Nat'l Board Activity	9,928	41,355	16,434	17,504	17,504	17,504
Commissions	16,331	18,438	-	18,438	18,438	18,438
Editorials	-	-	-	-	-	-
Advertising	4,357	-	1,000	-	-	-
Composition/Press	35,054	27,388	40,000	25,000	21,920	21,920
Circulation/Mailing	50,190	60,035	72,500	51,300	45,600	45,600
Maintenance	16,331	14,311	13,545	14,311	14,311	14,311
Occupancy	179,191	121,367	64,549	87,710	63,410	63,410
Utilities	55,026	9,659	10,417	9,950	9,580	9,580
Contributions	11,100	99,004	2,816	5,000	5,000	5,000
Insurance	83,248	84,084	82,783	86,669	86,669	86,669
Miscellaneous	40,754	34,298	24,973	38,566	33,110	48,865
Scholar/Fellow/Grant	210,927	189,223	175,000	235,000	235,000	237,000
Staff Development	4,420	706	1,700	-	-	-
Organizational Devel	-	-	-	-	-	-
Staff Recruitment	1,080	-	1,710	1,500	1,500	1,000
Total Expenditures	2,612,157	2,383,848	2,190,494	2,325,575	1,792,621	1,935,623
% of Total Exp.						
Net Revenue over Exp	(229,626)	(490,350)	(0)	(202,549)	0	(0)

2014–2018 Expenditures by Program (Actual and Budgeted)

Total Expenditures	Services														Fundraising				General & Admin	Total	Other Programs		
	Anti-hate	Campus Outreach	DC Lead Summit	Edu-cation	Interns & Fellows	Kake-hashi	Legacy Grants	Mktg & Comm	National Conv	NEH Grant	NY/SC	Pacific Citizen	Scholar-ship	Social Justice	Subtotal	Annual Giving	Endow-ments	Fund Devel				Member-ship	Subtotal
2014 Actual	30,198	2,119	12,869	108,158	138,362	-	79,425	16,067	336,641	-	39,152	359,253	92,294	370,598	1,585,136	18,157	64,812	91,060	95,663	269,692	713,478	2,612,157	43,851
2015 Actual	18,976	7,188	12,966	127,687	98,167	23,480	90,790	22,268	198,481	10,853	60,010	368,737	184,267	388,050	1,611,921	15,816	75,294	65,964	128,013	285,088	486,840	2,383,848	-
2016 Approved	49,242	16,280	16,242	29,830	84,513	-	35,152	23,320	207,007	-	70,387	391,500	99,133	244,948	1,267,553	22,897	68,782	135,907	204,207	431,793	409,420	2,190,494	81,728
2016 Revised	21,929	8,607	18,590	6,018	142,312	4,335	92,761	11,041	203,478	178,788	55,599	345,419	89,867	248,956	1,427,698	32,527	69,440	47,339	155,614	304,920	467,957	2,325,575	125,000
2017 Proposed	18,351	12,496	17,199	7,368	131,199	2,249	98,319	7,237	176,824	7,996	41,693	275,566	86,819	186,937	1,070,255	32,395	69,996	33,677	151,581	287,650	434,717	1,792,621	-
2018 Proposed	14,503	9,998	17,199	6,018	131,199	2,249	103,319	7,237	175,203	177,788	41,693	279,066	83,819	175,862	1,225,154	25,695	69,996	33,677	151,581	280,950	429,519	1,935,623	-
Total (ex. '16 appr.)	103,956	40,407	78,823	255,250	641,240	32,313	464,613	63,850	1,090,62	375,425	238,146	1,628,04	537,068	1,370,40	6,920,164	124,591	349,539	271,717	682,452	1,428,299	2,532,511	11,049,82	168,851
% Total	0.94%	0.37%	0.71%	2.31%	5.80%	0.29%	4.20%	0.58%	9.87%	3.40%	2.16%	14.73%	4.86%	12.40%	62.63%	1.13%	3.16%	2.46%	6.18%	12.93%	22.92%	100.00%	1.53%

Program Plans

Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium

Program Name: Anti-Hate
Program Manager: W. Yoshino
Program Owner: _____

I. Authority/Auspices

JACL Mission and Program for Action

II. Goals

Safeguard the civil and human rights of Asian and Pacific Islander Americans who are affected by injustice and bigotry. Promote awareness about the use of stereotypes and myths.

III. Objectives

1. Respond to anti-Asian sentiment in the media and elsewhere.
 2. Provide education on media portrayals of APIs
 3. Develop "best practices" factsheet on bullying directed at APIs.
- _____

IV. Actions

Description/Action	Start Date	End Date
1. Monitor the media daily and respond to specific instances of anti-Asian sentiment.	01/01/17	12/31/17
2. Identify audiences for workshop presentations on media portrayals.	01/01/17	04/15/17
3. Provide research and factfinding on bullying and the manner it affects APIs. Compile information into document for distribution.	01/01/17	11/30/17
Contact families who give monies on an annual basis		

V. Milestones

Description/Results	Target Date	Other Target
1. Daily monitoring and response.		
2. Determine presentation audience either as convention plenary or media executives.	03/31/17	
3. Complete research and factfinding on bullying.	09/30/17	
4. Complete factsheet.	11/30/17	

VI. Starting and Ending Dates

January 1, 2017 to December 31, 2017

Number of new/renewing/returning JACL memberships from program _____

Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium

Program Name: Campus Outreach
Program Manager: W. Yoshino
Program Owner: _____

I. Authority/Auspices

Program for Action

II. Goals

- 1) To raise awareness of issues affecting the APA community among APA college students.
 - 2) For JACL to gain awareness of issues that are important to APA college students.
 - 3) For APA college students to view JACL as a relevant organization that addresses their needs.
- _____

III. Objectives

- 1) Present workshops on APA issues at annual ECAASU and MAASU conferences.
 - 2) Develop workshops on Japanese American incarceration experience and APA media portrayals for APA college student audience.
 - 3) Present workshops at one additional APA student conferece/college campus annually.
- _____

IV. Actions

Description/Action	Start Date	End Date
1) Develop workshop on Japanese American incarceration experience for APA college student audience.	01/01/17	12/01/17
2) Develop workshop on APA media portrayals for APA college student	01/01/17	12/01/17
3) Submit workshop proposal to ECAASU	11/1/2016; 11/1/2017	1/1/2017; 1/1/18
4) Submit workshop proposal to MAASU	12/1/2016; 12/1/2017	2/28/2017; 2/28/18
5) Provide information on other JACL youth programs to workshop attendees.	02/01/17	08/31/18

V. Contact families who give monies on an annual basis

Description/Results	Target Date	Other Target
ECAASU Conference	2/2017; 2/2018	
MAASU Conference	4/2017; 4/2018	

VI. Starting and Ending Dates

9/1/2016 - 8/31/2018

Number of new/renewing/returning JACL memberships from program 5 5

**Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium**

Program Name: Washington, DC Leadership Summit
 Program Manager: W. Yoshino
 Program Owner: _____

I. Authority/Auspices

Program for Action

II. Goals

Develop and maintain a pipeline of effective leaders in JACL and in API community.

III. Objectives

1. Collaborate with OCA to conduct a four-day conference on policy issues for 18 JACL leaders.
 2. Increase participants' knowledge about relevant API issues.
 3. Provide networking opportunity for participants.
- _____

IV. Actions

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>1. Distribute information about Summit within JACL network.</u>	_____	_____
<u>2. Work with OCA on logistics and speakers/panelists.</u>	_____	_____
<u>3. Utilize evaluations to improve summit experience for participants.</u>	_____	_____
_____	_____	_____
_____	_____	_____
<u>Contact families who give monies on an annual basis</u>	_____	_____

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
<u>1. Select site and dates for Summit</u>	<u>11/01/16</u>	_____
<u>2. Post summit application on website, notify staff and NB.</u>	<u>12/01/16</u>	_____
<u>3. Compile applications and inform Governors.</u>	<u>01/15/17</u>	_____
<u>4. Contact participants and distribute information.</u>	<u>02/01/17</u>	_____
<u>5. Finalize speakers, tours, topics.</u>	<u>02/15/17</u>	_____
<u>6. Followup with participants with evaluations and future JACL involvement.</u>	<u>Following</u>	<u>Summit</u>

VI. Starting and Ending Dates

Number of new/renewing/returning JACL memberships from program _____

**Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium**

Program Name: Education - Teacher Workshops
 Program Manager: TBD
 Program Owner: _____

I. Authority/Auspices

Preserve the culture and values of Japanese Americans in a multi-cultural society (Constitution)
Assist chapter in presenting workshops for teachers to educate and encourage integration of lessons about the Japanese American experience and incarceration. (Program for Action)

II. Goals

Promote awareness about the Japanese American incarceration as a lesson about the importance of preserving and protecting constitutional rights.

III. Objectives

1. Assist JACL chapters by assisting with the planning and implementation of one workshop during each year of the biennium.
- _____

IV. Actions

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>1. Identify workshop site.</u>	<u>01/01/17</u>	_____
<u>2. Inform workshop site about their responsibilities.</u>	<u>11/30/16</u>	_____
<u>3. Identify workshop presenters and implement logistics.</u>	<u>11/31/2016</u>	_____
_____	_____	_____
_____	_____	_____
<u>Contact families who give monies on an annual basis</u>	_____	_____

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
<u>1. Identify workshop site.</u>	_____	_____
<u>2. Identify presenters</u>	_____	_____
<u>3. Send workshop responsibilities to chapter.</u>	_____	_____
_____	_____	_____
_____	_____	_____

VI. Starting and Ending Dates

Number of new/renewing/returning JACL memberships from program _____

**Japanese American Citizens League
Program Plan
For the 2015-2016 Biennium**

Program Name: Internships and Fellowships
 Program Manager: P. Ouchida
 Program Owner: VP for Planning and Development

**Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium**

Program Name: JAACL Kakehashi Program
 Program Manager: P. Ouchida
 Program Owner: _____

I. Authority/Auspices

All fellowships and internships authorized by board motion and approval.

II. Goals

To develop future leaders in the area of public policy advocacy.

III. Objectives

Select qualified candidates for placement in internships and fellowships.

IV. Strategies

Description/Action	Start Date	End Date
1. Announce openings for fellowships and internships.		
2. Distribute applications.		
3. Collect applications and process.		
4. Select and notify recipients.		
5. Submit recipient information to the PC.		

V. Milestones

Description/Results	Target Date	Other Target
1. Announce fellowships and internships with applications and online media.		
2. Notify chapters and districts of fellowships and internships Contact families who give monies on an annual basis		
3. Create selection committees.		
4. Announce selections.		
5. Prepare articles for PC to highlight recipients.		

VI. Starting and Ending Dates

January 1, 2017 to December 31, 2018

I. Authority/Auspices

As approved by the National Board, the JAACL Kakehashi Program provides an international leadership program for 200 undergraduate and graduate students between the ages of 18-25 of Japanese American and American Heritage. Funded primarily by the Ministry of Foreign Affairs of Japan, the program provides a nine-people-to-people exchange in Japan that provides insights into Japan's culture, history, science, and business.

II. Goals

- Goals are (1) leadership training for university/college students of Japanese American and Asian American age 18-25.
 (2) Introduce students to the culture, history, and people of Japan
 (3) Promote strengthening of U.S.-Japan relations.
 (4) Expand knowledge of global community and economy.

III. Objectives

- (1) Provide global aspect to JAACL leadership development programs for youth and emerging young Japanese American students.
 (2) Increase knowledge of JAACL and promote JAACL membership
 (3) Increase knowledge of Japanese culture, history, and economy
 (4) Provide an opportunity for Asian Americans students to understand U.S.-Japan relations.

IV. Actions

Description/Action	Start Date	End Date
Application period for 2016 JAACL Kakehashi Program	05/01/16	03/01/17
Selection of 2016 JAACL Kakehashi Program participants	05/01/16	03/01/17
5-part webinar orientation for 2016 JAACL Kakehashi Program participants	05/01/16	03/01/17
9-day Trip to Japan for 200 students	05/01/16	03/01/17
Follow-up Surveys and Report	05/01/16	03/01/17

V. Milestones

Description/Results	Target Date	Other Target
Application and Selection Period	12/01/16	
Orientation and Travel to Japan	03/01/17	
Chapters notified of local recipients	03/01/17	
Final Report on JAACL Kakehashi Program	04/01/17	

VI. Starting and Ending Dates

May 2016-March 2017

Number of new/renewing/returning JAACL memberships from program 75 Members 75 Members

Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium

Program Name: Legacy Fund Grants Program
Program Manager: P. Wada
Program Owner: VP, Planning & Development

Japanese American Citizens League
Program Plan
For the 2013-2014 Biennium

Program Name: Marketing & Communications
Program Manager: TBD
Program Owner: VP for Public Affairs

I. Authority/Auspices

National Council Resolution

II. Goals

To create & administer a grants program that is accessible to chapters, districts & the NYSC, whereby they funding source to support the undertaking of projects that further JACL's mission and the PFA.

III. Objectives

To financially incentivize eligible chapters, districts and the National Youth/Student Council to create projects fulfill the Program for Action and further the mission of the JACL.

IV. Actions

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>Review & update grant applications and instructions</u>	<u>January</u>	<u></u>
<u>Write announcement that application process is open; send to Digest and PC Process & forward grant proposals received to the LFG Committee</u>	<u>January</u>	<u></u>
<u>Write congrats ltr to recipients & ensure a Pledge Letter is submitted from</u>	<u>April</u>	<u></u>
<u>Create recipients' address list for business office for the processing of award</u>	<u>June</u>	<u>July</u>
<u>Create comprehensive recipients' list with project title, chair and reporter</u>	<u>June</u>	<u>July</u>
<u>Prepare certificates for LFG presentation at the convention.</u>	<u>July</u>	<u></u>
<u>Prepare reminders of quarterly reports due; more reminders to those who</u>	<u>qtrly</u>	<u></u>
<u>Ensure final reports are submitted after project completion</u>	<u>July</u>	<u>August</u>
<u>Maintain LFG files with grant proposals, pledge letters, rosters of LFG</u>	<u>ongoing</u>	<u></u>

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
<u>Grant application & instructions have been updated</u>	<u>January</u>	<u></u>
<u>Contact families who give monies on an annual basis</u>	<u>January</u>	<u>February</u>
<u>Proposals submitted are distributed to LFG Committee members</u>	<u>April</u>	<u></u>
<u>Recipients decided and notified</u>	<u>June</u>	<u></u>
<u>Award checks mailed to recipients</u>	<u>June</u>	<u>July</u>
<u>Grant presentation</u>	<u>convention</u>	<u></u>
<u>Quarterly progress reports submitted</u>	<u>qtrly</u>	<u></u>
<u>Final reports submitted</u>	<u>July</u>	<u>August</u>

VI. Starting and Ending Dates

January 1, 2017 through August 2019

Number of new/renewing/returning JACL memberships from program _____

I. Authority/Auspices

Program for Action

II. Goals

1. Constantly work on improving communication between the national organization (national board and staff) and the
2. Increase and maintain a positive and high public profile of the organization.
3. Continue to identify existing & potential ways in which the JACL can improve int/ext communications.
4. Maintain a technological infrastructure (hardware and software) that integrates and supports all of the functions
5. Increase membership and support of the organization.

III. Objectives

To maintain and refine the organizations' multi-faceted, integrated and comprehensive marketing and communcaitions

IV. Strategies

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>1. Conduct regular analysis and evaluation of the current technological capabilities</u>	<u></u>	<u></u>
<u>2. Continue to seek out existing and emerging technologies that will help the</u>	<u></u>	<u></u>
<u>3. Review and update the organizations' marketing and communications plan.</u>	<u></u>	<u></u>
<u>4. Maintain and purchase hardware and software that supports the marketing and</u>	<u></u>	<u></u>
<u>5. Contract with a communications specialist who will be responsible for the</u>	<u></u>	<u></u>

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
<u>1. Conduct and complete annual evaluation</u>	<u></u>	<u></u>
<u>2. Review and update as necessary marketing and communications plan</u>	<u></u>	<u></u>
<u>3. Update and/or develop new marketing and communication tools (includes</u>	<u></u>	<u></u>
<u>4. Communications Specialist regularly updating, posting and/or sending out</u>	<u></u>	<u></u>

VI. Starting and Ending Dates

Contact families who give monies on an annual basis

Japanese American Citizens League
 Program Plan
 For the 2015-2016 Biennium

Program Name: National Convention
 Program Manager: TBD
 Program Owner: VP for General Operations

I. Authority/Auspices

National Constitution and Bylaws

II. Goals

Conduct business of the National Council
Adopt a biennial budget
Consider Resolutions and Amendments to the Constitution and Bylaws
Adopt a strategic plan (aka Program for Action) for the biennium

III. Objectives

IV. Strategies

	<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
	<u>Not applicable</u>		

V. Program Narrative

The program plan proposes a significant change to the way in which National Conventions are conducted. In

VI. Starting and Ending Dates

Ongoing

Number of new JACL memberships from program	<u>Not</u>	<u>Applicable</u>
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Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium

Program Name: NEH Summer Workshops
 Program Manager: W. Yoshino/C. Munteanu
 Program Owner: _____

I. Authority/Auspices

Program for Action

II. Goals

Promote classroom inclusion about the Japanese American incarceration experience.

III. Objectives

1. Host two weeklong summer workshop sessions in San Francisco.
2. Provide for overnight trip to Tule Lake Concentration camp.
3. Secure knowledgeable faculty to present sessions on JA incarceration.

IV. Actions

	<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
1.	<u>Write and submit grant proposal to NEH.</u>	<u>02/01/17</u>	
2.	<u>Outreach to potential participants through Chapters, website, NCSS</u>	<u>12/01/17</u>	
3.	<u>Evaluate and select participants.</u>	<u>03/31/18</u>	
4.	<u>Secure venue and reach out to faculty.</u>	<u>11/31/2017</u>	
5.	<u>Provide for travel, lodging, and logistics for faculty and participants</u>	<u>05/01/18</u>	
6.	<u>Implement onsite workshops.</u>	<u>07/31/18</u>	
	<u>Contact families who give monies on an annual basis</u>		

V. Milestones

	<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
1.	<u>Response to RFP.</u>	<u>08/01/17</u>	
2.	<u>Completion of Website and attendance at NCSS convention.</u>	<u>12/31/17</u>	
3.	<u>Select and notify participants.</u>	<u>04/01/18</u>	
4.	<u>Complete planning and logistics</u>	<u>06/30/18</u>	

VI. Starting and Ending Dates

Number of new/renewing/returning JACL memberships from program	_____	_____
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Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium

Program Name: National Youth/Student Council
Program Manager: S. Nitahara
Program Owner: NY/SC Chairperson

I. Authority/Auspices

JACL Constitution and Bylaws
Program for Action (Students & Young Professionals)

II. Goals

To raise awareness of AAPI issues
To engage and develop young leaders
To create positive change in our communities

III. Objectives

1) Conduct regionally focused, leadership summits (or other leadership development program) at several different locations throughout 2016 and 2017.
2) Increase NY/SC communication on APA youth-related issues through use of social media, awareness campaigns, and/or issue based education.
3) Maintain internal structure of NY/SC by seeking new membership in partnership with local districts, encouraging leadership development among current council members, and hosting an annual fundraiser.
4) Provide leadership development and encourage youth/student members to be involved and integrated in all levels of the JACL.

IV. Actions

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>1) Identify and research APA youth-related issues.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>2) Determine location and theme for summits (or other leadership development program).</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>3) Identify summit (or other leadership development program) workshop topics, curricula and facilitators.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>4) Develop and distribute summit (or other leadership development program) promotional materials.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>5) Arrange for summit logistics including travel, lodging, and meals.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>6) Prepare summit (or other leadership development program) Contact families who give monies on an annual basis</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>8) Follow up with participants of youth programs and events to provide applications for NY/SC and other JACL opportunities.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>9) Consult with district governors and chapter leaders to identify and recruit new youth and/or NY/SC members.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>10) Interview and select new NY/SC members.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>11) Conduct biannual retreats for Ny/SC members integrating leadership development, skills training, issue-based education, and evaluation of NY/SC mission and goals.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>12) Conduct council-wide conference calls.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>13) Publicize at-large and advisory council positions.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>14) Coordinate NY/SC events at convention including but not limited to Youth Luncheon, Youth Orientation, and Youth Closing Session.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>15) Encourage students/youth to become delegates for National Convention to involve youth in the leadership and decision-making</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>16) Host an annual fundraiser at National Convention.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>17) Execute an annual Give-or-Get Policy from the council to provide funders and JACL members the assurance that 100% of the NY/SC</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>18) Ensure that NY/SC leadership has a deciding voice in new programs or events relating to students, young adults, or young</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>19) Ensure that the NY/SC has representation on all JACL standing committees</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>20) If necessary, work directly with funders to ensure that their expectations are met and to maintain a good relationship.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>21) Hold weekly conference calls with National Staff advisor to provide direction and suport for the council.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>22) Ensure that the NY/SC has the necessary staff support and consultants to successfully implement its goals.</u>	<u>01/01/17</u>	<u>12/31/18</u>
<u>23) Engage with and partner with other similar (API, youth, civil rights) organizations to increase JACL visibility and capacity.</u>	<u>01/01/17</u>	<u>12/31/18</u>

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
<u>1) Conduct NY/SC Spring Planning Retreat</u>	<u>Mar-17</u>	<u>Mar-18</u>
<u>2) Conduct Spring Leadership Programs</u>	<u>May-17</u>	<u>May-18</u>
<u>3) Conduct National Convention activities</u>	<u>Jul-17</u>	<u>Jul-18</u>
<u>4) Conduct Fall Planning Retreat</u>	<u>Sep-17</u>	<u>18-Sep</u>
<u>5) Conduct Fall Leadership Programs</u>	<u>Nov-17</u>	<u>Nov-18</u>
<u>6) Conduct Board of Directors Planning Retreat (if necessary).</u>	<u>Dec-17</u>	<u>Dec-18</u>

VI. Starting and Ending Dates

January 2017-December 2018

Number of new/renewing/returning JACL memberships from program _____

Japanese American Citizens League
Program Plan
For the 2015-2016 Biennium

Program Name: Pacific Citizen
Program Manager: A. Haramoto
Program Owner: PC Editorial Board Chairperson

I. Authority/Auspices

Article XII of the JACL Constitution and Bylaws which establishes the *Pacific Citizen* as the official publication of the JACL.

II. Goals

To maintain the semi-monthly publication schedule without interruption
 To be financially responsible and stay within budget
 To maintain the *Pacific Citizen* website

III. Objectives

To communicate and educate JACL members and the community on issues affecting JACL and the Asian American Community,
 To inform the readership of news affecting the JA community and,
 To serve as a public relations vehicle.

IV. Strategies

Description/Action	Start Date	End Date
Work with HQ to ensure publication schedule		
Work to identify or improve revenue sources for the <i>P.C.</i>		
Continue to adapt, upgrade and utilize the <i>P.C.</i> website		
Work to complete <i>P.C.</i> archives through grants		
Contact families who give monies on an annual basis		

V. Milestones

Description/Results	Target Date	Other Target
Reach halfway point for revenues, not including holiday issue		
Publish 22 issues, uninterrupted		
Continue growth of <i>P.C.</i> website		
Work to complete <i>P.C.</i> archives through grants		

VI. Starting and Ending Dates

January 2017-December 2018

Number of new JACL memberships from program

Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium

Program Name: National Scholarship Program
Program Manager: P. Wada
Program Owner: National VP, Planning & Development

I. Authority/Auspices

JACL's Scholarship Endowment, which serves as an agreement with donor families that the National JACL shall direct their donations to scholarships for youth.

II. Goals

To structure & administer a national scholarship program that is available to all JACL youth from across the

III. Objectives

Provide scholarships to JACL youth to help them pursue their educational goals.
 Increase JACL's visibility to students and the benefits of membership.
 Increase JACL's youth membership numbers & involvement.

IV. Actions

Description/Action	Start Date	End Date
Establish two National JACL Scholarship Committees (rotates by district)		
NYSC provides suggestions for new scholarship essay topic	Sept	Oct
Update National Scholarship brochure & applications and post on website	Oct	Nov
Write press release on opening of scholarship program	Nov	Dec
Disseminate press release to JACL Digest, PC and Nikkei newspapers	Nov	Dec
Work with Mbrship Dept to inform chapter presidents, scholarship chairs &	Nov	Dec
Prepare for Scholarship Committees the list of duties and timeline.	Feb	March
Update scoring criteria and scoring sheets.	Feb.	March
Respond to calls and email inquiries about the scholarship program	Year-Rd	
Contact families who give monies on an annual basis	May	June
Obtain interest earnings on Scholarship Endowment from business office	June	
Decide upon # of scholarships that can be awarded with the interest earned	June	
Write congratulations notice to students selected and to their chapters.	August	
Inform those students not selected	August	
Monitor that all recipients fulfill 3 additional criteria before receiving a check = a thank you letter to the donor, a photo & enrollment verification from their	August	Dec
When criteria is met, prepare a check request & submit to business office	August	Dec
Write congratulations letter from the National Director for submission with check	August	Dec
Work with PC Editor on the special Scholarship Edition of the paper	August	Sept
Create list for the PC of recipients contact info & their chapters info to solicit ads	August	Sept
File all winning applications at HQ	Oct	Dec
Respond to those interested in establishing a JACL scholarship	Year-Rd	

**Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium**

Program Name: Social Justice Advocacy
Program Manager: P. Wada
Program Owner: Vice President, Public Affairs

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
Scholarship brochure and applications have been updated and	Nov.	
Announcement of program made to chapters, youth and	Nov.	Dec
Committees informed and prepared to receive and rate	Feb	March
Annual scholarships for the year have been confirmed	June	
Scholarship endowment earnings received and # of scholarships	June	July
Student recipients notified and informed of additional criteria to	August	
Pacific Citizen scholarship edition ready to be published	Sept	
Student recipients are paid	August	Dec
Files updated	Oct	Dec

VI. Starting and Ending Dates

January - December

Number of new/renewing/returning JACL memberships from prog sixty sixty

I. Authority/Auspices

JACL Mission Statement, Program for Action, Staff Job Descriptions

II. Goals

JACL fulfills its core mission as a respected advocate on civil rights, educational, cultural and JA and API

III. Objectives

To be actively engaged at the national, regional and local levels in the social justice arena, which encompasses rights, community empowerment, community & cultural preservation, working in coalition with other civil community organizations & communities of color, public officials and the media.
Districts & chapters meet regularly to be informed and to organize & address these matters.

IV. Actions

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
JACL stays informed and engaged in community & civil rights issues	year-rd	
JACL directs effort to preserve the Nikkei community & our cultural heritage	year-rd	
JACL participates in coalitions with like-minded organizations	year-rd	
JACL has a presence at meetings with public agencies and officials	year-rd	
JACL District Councils and chapters meet regularly to address local/regional	year-rd	
JACL members are engaged via action alerts -- legislative or otherwise	year-rd	
The four districts without regional directors are provided funds from National	year-rd	
Chapters are provided with quarterly chapter rebates via this program	year-rd	
JACL statements, positions & programs are shared with the membership &	year-rd	

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
JACL participates in DOR programs across the country	Feb	
Contact families who give monies on an annual basis	varies	
JACL is engaged in issues affecting civil rights and the Nikkei/ API communities	year-rd	
District and chapters work to develop new leadership	year-rd	

VI. Starting and Ending Dates

Year-Round

NOTE: This program includes approximately \$40,000 in chapter rebates and an allocation of approximately \$16,000 to the districts without regional directors. Both are reflected in the line item, "Refunds/Rebates."

**Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium**

Program Name: Annual Giving
 Program Manager: M. Fujimoto
 Program Owner: VP for 1000 Club, Membership, and Services

**Japanese American Citizens League
Program Plan
For the 2015-2016 Biennium**

Program Name: Endowments
 Program Manager: M. Walters
 Program Owner: Secretary/Treasurer

I. Authority/Auspices

National Board

II. Goals

-To raise funds from individuals (members and donors)

III. Objectives

Raise \$40,000 for the end of the year campaign
Raise \$20,000 from supplemental campaigns throughout the year

IV. Actions

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>Supplemental campaigns</u>	<u>Ongoing</u>	
<u>End of year campaign set up by October</u>	<u>Ongoing</u>	
_____	_____	_____
_____	_____	_____

Contact families who give monies on an annual basis

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
<u>Develop Campaign</u>	<u>1.5 mo before</u>	
<u>Launch</u>	<u>1 mo before</u>	
<u>Thank donors</u>	<u>As necessary</u>	
_____	_____	_____
_____	_____	_____

VI. Starting and Ending Dates

January 1, 2017 to December 31, 2018

Number of new/renewing/returning JACL memberships from program _____

I. Authority/Auspices

Article XV of the Constitution and Bylaws
JACL Investment Policy

II. Goals

To provide financial support for JACL programs.

III. Objectives

To review, recommend and implement policies for the investments to maintain its value and provide revenue to fund JACL programs and operations.

IV. Strategies

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>Investment Policy Committee to meet once a year</u>		
<u>Quarterly telephone conference calls</u>		
<u>Quarterly review of management and performance of endowments</u>		
_____	_____	_____
_____	_____	_____

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
<u>Meeting of Investment Policy Committee</u>	<u>1st Qtr</u>	
<u>Contact families who give monies on an annual basis</u>	<u>quarterly</u>	
<u>Review of investment manager(s)</u>	<u>quarterly</u>	
_____	_____	_____
_____	_____	_____

VI. Starting and Ending Dates

January 1, 2017 to December 31, 2018

**Japanese American Citizens League
Program Plan
For the 2013-2014 Biennium**

Program Name: Fund Development
Program Manager: P. Ouchida
Program Owner: VP for Planning and Development

**Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium**

Program Name: Membership
Program Manager: M. Fujimoto
Program Owner: VP for 1000 Club, Membership and Services

I. Authority/Auspices

Constitution; Program for Action; National Board

II. Goals

Development of relationships with corporate, foundation, and government entities which have the potential for funding of existing and future JACL programs, with the final goal of having these entities fund short-term and long-term programs in which the JACL is engaged and which are compatible with the mission of the JACL.

III. Objectives

1. Identify corporate, foundation, and government entities which fund programs in which the JACL can participate.
2. Identify and make contact with the entities which could partner and collaborate with the JACL in projects that can be jointly funded.
3. Develop specific contacts and relationships within the corporate, foundation, and government entities who are responsible for funding non-profit organizations.
4. Secure adequate funding sources to meet the JACL budgeting requirements.
5. Identify new and unique fund development opportunities.

IV. Strategies

Description/Action	Start Date	End Date
1. Attend conferences, programs, and conventions in order to identify potential funding sources.		
2. Visit corporate, foundation, and government offices in order to meet with and make proposals to key funding officials.		
3. Use the internet to identify foundations that have funding objectives that are compatible with the JACL mission.		
4. Maintain a flow of communication and personal contact with existing and potential funding sources.		
Contact families who give monies on an annual basis		
social media and traditional media outlets.		
6. Assist the various JACL Regional Offices to increase regional and local fund development.		
7. Invite funding officials to key JACL events.		

V. Milestones

Description/Results	Target Date	Other Target
1. Secure funding for Youth and Leadership programs.		
2. Secure funding for the National Convention.		
3. Secure funding through the DC Gala.		
4. Secure additional miscellaneous funding.		

VI. Starting and Ending Dates

January 1, 2015 to December 31, 2016

I. Authority/Auspices

National JACL Constitution and Bylaws:
 Constitution: Article IV, Section 1, 2, 3, 4, 5
 Bylaws: Article VII, Section 1.para.K

II. Goals

- To increase the number of new members
- To increase the amount of upgraded members
- To connect Chapters and Members to the national programs and mission
- To connect non-members to JACL

III. Objectives

- Retain or increase number of membership renewals
- Secure new membership benefits
- Reach 10,000 members by the end of the biennium

IV. Actions

Description/Action	Start Date	End Date
-Timely and convincing membership mailings	ongoing	
-Send out regular reports and chapter rosters	Monthly	
-Communicate regularly with Chapter membership chairs and volunteers	ongoing	
-Provide membership resources for district council meetings, chapter events, and Convention	ongoing	
Contact families who give monies on an annual basis		

V. Milestones

Description/Results	Target Date	Other Target
500 new members	12/31/17	
500 new members	12/31/18	

VI. Starting and Ending Dates

January 1, 2017 to December 31, 2018

Number of new/renewing/returning JACL memberships from program _____

*Japanese American Citizens League
Program Plan
For the 2017-2018 Biennium*

Program Name: General Operations
 Program Manager: P. Ouchida
 Program Owner: VP for General Operations

I. Authority/Auspices

1) Constitution, 2) Bylaws: Article IX, Sections 1-3, 3) Program for Action, 4) National Board
and 5) Related Federal/State laws and regulations.

II. Goals

Implement the overall administration and management of the JACL. This includes the fiscal business
responsibilities, personnel administration, program oversight, and general operations of the organization.

III. Objectives

Manage overall business functions: Payroll, cash flow, receivable/payables, etc.
Ensure policies and procedures are adhered and current.
Maximize resource allocation with business demands.

IV. Strategies

<u>Description/Action</u>	<u>Start Date</u>	<u>End Date</u>
<u>Business operating plan: On-going overview of the organizational health;</u> <u>performance expectation; contingent plans to meet bottom line operations.</u>	<u>on-going</u>	<u>on-going</u>
<u>To be used as bases for Finance Committee and National Board decisions</u>	_____	_____
_____	_____	_____
<u>Contact families who give monies on an annual basis</u>	_____	_____

V. Milestones

<u>Description/Results</u>	<u>Target Date</u>	<u>Other Target</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

VI. Starting and Ending Dates

January 1, 2017 to December 31, 2018