



ENVISIONING OUR FUTURE IMPACT ON OUR COMMUNITIES

YMCA of Honolulu
2023-2025

STRATEGIC PLANNING COMMITTEE

- Emily Oshima Lee, Committee Chair
- Andrew Rosen, Board Chair
- Craig Chong, Board member
- Dr. Michael Chun, Board member
- Kurt Murao, Board member
- Stacy Philippou, Board member
- Michael Doss, COO
- Belinda Johnson, VP of Finance
- Lisa Ontai, VP of Marketing/Mission Advancement
- Neil Persaud, VP HR
- Kerri Van Duyne, VP of Development
- Greg Waibel, CEO

OUR MISSION

The mission of the YMCA of Honolulu is a fellowship dedicated to putting Christian principles into practice through programs that build healthy spirit, mind, and body for all.

OUR VALUES

Honesty, respect, responsibility, caring, and diversity

OUR CAUSE

We stand for:

Youth development - empowering young people to reach their full potential.

Healthy living - improving individual and community well-being.

Social responsibility - providing support and inspiring action in our communities.



OUR STRATEGIC ADVANTAGES

“Traits” using our unique assets and outstanding execution.

1. Inclusive community-centered organization with a wide range of locations and multigenerational programs led by quality staff and board.
2. Trusted community partner with a respected brand and reputation.

OUR STRATEGY SCREEN

A “filter” that aids in decision-making that challenges the network’s thinking.

Tier 1

1. Does this align with our mission, cause, and values?
2. Can we validate the need based on data?
3. Is the program sustainable?
4. Is the impact worth the investment?
5. What role should we play? Expert/Partner/Convener/Supporter

Tier 2

6. Will it distract us from more urgent initiatives?
7. Does this enhance, complement or harm existing programs?
8. Do we have the resources and capacities needed to ensure success?
9. Does it contribute to our goals of diversity and inclusivity?
10. Can we deliver the program virtually and/or uniquely?

OUR BIG QUESTIONS

Opportunities and threats that we must address that are outside of the current scope of strategies.

1. How might the Y advance holistic health for individuals and the community?
2. How do we help youth reach and sustain their fullest potential?
3. How might we better elevate our brand and articulate our impact?

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 1: Advance Holistic Health for individuals and the community



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ORGANIZATIONAL STRATEGIES:

1. The Y will address social determinants of health* for our kūpuna.
2. The Y will develop programs, train staff, and develop community partnerships to address the mental wellness of our youth and families.
3. The Y will evaluate and introduce additional holistic health strategies for all, including digital options.
4. The Y will advocate for affordable housing where appropriate.
5. The Y will explore additional delivery locations and virtual programming in our community.

MEASURABLE OUTCOMES:

1. Serve 6,620 kūpuna, up from 4,894, with programs that address social determinants of health.
2. Serve a total of 2,500 youth in our mental wellness programs.
3. Have 163 units in service, up from 113 today, to help address affordable housing.
4. Add/expand six programs/locations to address holistic health strategies.

*Social Determinants of Health are conditions in the places where people live, learn, work, and play that affect a wide range of health and quality-of life-risks and outcomes (CDC).

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 2: Help Youth Reach and maintain their fullest potential

ORGANIZATIONAL STRATEGIES:

1. Expand our outreach to elementary school keiki.
2. Expand our delivery of preschool programming to help address community need.
3. Provide leadership programming for teens/young adults that prepare them for career/higher education.
4. Provide support for food distribution to help our keiki.
5. Incorporate Hawaiian values and our 'āina in our keiki programming.

MEASURABLE OUTCOMES:

1. Increase the number of out-of-school locations where we serve elementary age from 62 to 68 locations.
2. Expand our affordable preschool seats from 40 licensed seats to 200 seats and address the additional staff needs, including living wages and educational attainment.
3. Expand teen programs in leadership development and college/career pathways from 98 to 575.
4. Actively pursue and advocate for meal opportunities for keiki.
5. Infuse Hawaiian values** and 'āina based education where missing.

**Hawaiian values will need to be defined in conjunction with cultural experts



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STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 3: Elevate our brand and articulate our impact

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ORGANIZATIONAL STRATEGIES:

1. Create evaluation tools and systems to measure the impacts of programs based on community needs.
2. Create a culture of the best place to work and ensure staff/volunteers are ambassadors of the organization.
3. Ensure diversity, equity and inclusion are core to who we are and how we show up.
4. Develop and implement comprehensive communications and fundraising campaign plans to better articulate and achieve impact.

MEASURABLE OUTCOMES:

1. Ensure we measure the demographics of our service and set benchmarks for improvement.
2. Develop a system to collect and establish impact measurements. Have at least two major programs with impact measures by the end of the term.
3. Create a DEI steering committee, establish goals, reexamine hiring practices, provide training, and evolve Employee Resource Groups.
4. Establish and reach comprehensive campaign goals
5. Be named one of the Best Places to Work in Hawaii Business Magazine by 2024.

