IMPACT STATEMENT
The YMCA of Honolulu strives to make our island home a better place for all. We do this by building strong youth, families, and communities, for whom caring, honesty, respect, responsibility, and diversity form the foundation of our shared character.

STRATEGIC ADVANTAGES

1. **YMCA Values** – The community trusts us to build character in youth and improve people’s health, guided by our YMCA values—caring, honesty, respect, responsibility, and diversity.

2. **Community-Based Branches** – We have outstanding branch staff, branch boards, and program volunteers who demonstrate skill, collaboration, innovation, and determination for addressing the unique needs of communities across Oahu.

3. **Equity and Inclusion** – We have a legacy and continuing commitment to the principle that the Y mission is for all people, including all abilities, ages, cultural backgrounds, ethnicities, faiths, genders, gender identities, ideologies, economic circumstances, national origins, races and sexual orientations.

4. **Multi-Generational** – We build relationships with individuals and families throughout the course of their lives; and, in our Y, we have people of all ages interacting in one place.
1. How will it advance our **values and mission**?

2. How is it aligned with our **strategic plan**?

3. What is the **hard evidence of need** and how is this responsive to that need?

4. What is its **meaningful impact** immediately and over time, and how will we measure or identify that impact?

5. How is it (or can it become) **financially sustainable** through earned/contributed revenue?

6. What is the balance of **costs and benefits**?

7. How feasible is it given the **resources and skills** that we have, could build or could acquire?

8. How will it **strengthen relationships** with the community, members, donors, volunteers and our staff?

9. **Do we have to own it ourselves?** Can we partner with another organization? Can we incubate it and pass it along to another organization? Or is another organization better positioned to own this effort in the first place?

10. What are the **inherent risks** and how do we manage or mitigate those risks?

11. What are **unintended consequences** and **alternatives** that we must consider?
STRATEGIC PRIORITIES

Building on the 2013-2018 theme of “One Association,” the priorities for 2019-2023 reflect an appreciation for and understanding of the outstanding leadership, program excellence, and social capital in each of our unique Y branches.

Our overarching strategy is to leverage this strength by developing a more entrepreneurial and innovative organizational culture, which is characterized by branch empowerment and accountability, with improved communication and cooperation at all levels of the organization.

All branch boards and executives are charged with adopting these association-wide priorities and developing branch-level strategies and plans to best serve their unique community needs and visions.

COMMUNITY IMPACT

1. Youth Development. Act with a heightened focus on youth to keep them safe, develop their skills, nurture their growth and development, build their voice, and engage them in their communities so that they can create the island home in which we want to live. We will provide programs and services that are open and accessible to all.

2. Healthy Living. Advance the Y’s work in improving physical, emotional, and spiritual well-being by building a strong, connected community and providing programs and services for all ages, keiki to kupuna.

3. Social Responsibility - Advance the cause of diversity and inclusion throughout our island home by serving as a model organization in all areas of our work. We will strive to be a leader and innovator in diversity and inclusion efforts and in so doing, provide safe and positive environments for all people.
ORGANIZATIONAL CAPACITY

4. Address existing operational and mission challenges with the A+ program. We will make decisions and implement changes to ensure that the Y’s strategy, mission, and organization are being well served by our work in A+.

5. Ensure that our resources are being best utilized to meet the needs of the community.

6. Position the Y as the charity of choice by building a culture of philanthropy in the association and by broadening awareness of the Y beyond “swim and gym” through sharing the stories of our social purpose and impact.

7. Strive to make the Y the best place to work in Hawaii by practicing our values with our colleagues within our organization, and ensuring opportunities for continual learning, personal transformation, and advancement.

8. Resolve key asset/facility issues so our branches can continue to meet the needs of our communities.