



American Red Cross

Hawaii State Chapter Strategic Plan

FISCAL YEAR 2005 TO FISCAL YEAR 2008

Approved by Hawaii State Chapter Board of Directors on June 24, 2004

Message from the Board Chair and Chapter Executive

Dear Red Cross Colleagues:

This is an exciting time for the American Red Cross and its chapters, as the National Board of Governors has articulated a comprehensive strategic plan for the entire organization to fulfill our overall commitment to the American people to “provide relief to victims of disasters and help people prevent, prepare for and respond to emergencies.”

The Hawaii State Chapter embraces the Strategic Foundation, Strategic Direction, Strategic Goals, Scorecard, and Strategic Initiatives that make up the plan, and has tailored them to meet the needs of Hawaii’s people. It is important that the Hawaii State Chapter’s plan adhere to the National plan because the new Service Area structure and Corporate Directives set forth specific measures of performance upon which chapters will be judged.

The first step is for the Board to adopt the Hawaii State Chapter Strategic Plan, including the Strategic Initiatives that will define the discrete set of actions we will undertake to achieve our Strategic Direction and Goals. As we are just in the beginning stages of trying to reorganize our volunteer organizational structure to best meet the needs of our Chapter, most of the tactical plans are not yet in place. However, this Strategic Plan FY05-FY08 sets the planning process into motion by assigning each initiative to a key committee and setting dates for completion of the tactical plans.

Each committee will have discussions with all of the departments, committees or stakeholders involved in their Strategic Initiative to develop measurable objectives and tactical plans for the next 3 years. The 2002-2004 Strategic Plan for the Hawaii State Chapter identified 3 major strategic areas: Comprehensive Financial Development, Service Delivery through Branch Operations, and Communications. We will still be moving in the same direction identified in the previous strategic plan, but taking a new, more action-oriented approach. Once the committees develop their tactical plans, they will remain active in their implementation. This effort will be monitored by the Strategic Planning Committee along with the Board of Directors.

Many thanks go to Strategic Planning Committee members David Bess, Laurie Foster, Steven Eisen, and Cassandra Isidro for developing the framework for our plan, and to the many Board and Committee members who will create and implement tactical plans to achieve our organizational goals. Your involvement in the American Red Cross in Hawaii is very much appreciated and needed. Thank you for your hard work and wholehearted support.



Robert Fujioka
Chapter Chair



Coralie Chun Matayoshi, Esq.
Chief Executive Officer

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Overview

The Hawaii State Chapter Strategic Plan sets the direction for this chapter over the next three years.

The Strategic Plan is comprised of four primary elements, as noted in the graphic. Our Strategic Plan is focused on the needs and expectations of our constituents – our clients, donors, volunteers, employees and partners. In addition, the implications of our environment helped shape our strategy.

The components of our Strategic Plan are:

Strategic Foundations The Strategic Foundations are the core and fundamental statements that define the organization. They describe the purpose of the organization, its aspirations and how it conducts its activities. The chapter Strategic Plan is built upon the mission of the American Red Cross and upon the basic foundations provided by the American Red Cross Strategic Plan.

Strategic Direction The Strategic Direction of the Hawaii State Chapter reflects the overall priorities of the organization. The Strategic Direction for all units of the American Red Cross is to...

- Be America's partner and a leader in mobilizing communities to help people prevent, prepare for and respond to disasters and other life-threatening emergencies.
- Inspire a new generation of volunteers and supporters to enrich our traditional base of support.
- Strengthen our financial base, infrastructure and support systems to continuously improve our service delivery system.

This component of the plan highlights how the Hawaii State Chapter will focus its efforts, its activities and its resources around its adaptation of the Strategic Direction.

Strategic Goals and Scorecard Strategic Goals clearly define what the Hawaii State Chapter intends to achieve over the course of the strategic plan. The goals are directly tied to the Strategic Direction and provide additional clarity and focus for chapter activities. Performance targets will be established for each goal, and metrics will be monitored.

Strategic Initiatives Strategic Initiatives describe the actions the Hawaii State Chapter will undertake to achieve its Strategic Goals and Direction. These generally cut across departments and require significant effort. Strategic Initiatives represent efforts of all units within the chapter.

In summary, this Strategic Plan sets forth the direction and priorities for the Hawaii State Chapter. It aligns with the direction and priorities established for the entire American Red Cross, and it provides the framework and context for future deliberations around strategic issues facing the chapter. It provides the framework for all strategic planning within the chapter. Performance and progress against the plan will be monitored on a regular basis. The plan will be reviewed and updated on an annual basis to ensure it is relevant and addresses emerging opportunities and challenges driven by our environment and operations.



STRATEGIC PLAN OUTLINE

Mission

The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disasters and help people prevent, prepare for, and respond to emergencies.

Strategic Direction

- ◆ Be our community's partner and a leader in mobilizing people to help prevent, prepare for and respond to disasters and other life-threatening emergencies.
- ◆ Inspire a new generation of volunteers and supporters to enrich our traditional base of support.
- ◆ Strengthen our financial base, infrastructure and support systems to continuously improve our service delivery system.

Strategic Goals

1. Individuals, families and organizations within Hawaii are prepared for disasters and other life-threatening emergencies.
2. The Hawaii State Chapter is able to effectively respond to disasters statewide.
3. The Hawaii State Chapter is a partner in the focus on life-saving international programs and on international community outreach.
4. More people in Hawaii are engaged in the mission of the Red Cross as volunteers and financial donors.
5. The Hawaii State Chapter demonstrates sustained progress in ensuring it is representative of the community it serves.
6. The Hawaii State Chapter is a leader in efficient administrative and fundraising performance in order to maximize its resources dedicated to programs and services.
7. The Hawaii State Chapter has a high performance work force comprised of dedicated volunteers and employees who are committed to the organization and to upholding the highest standards of conduct in the workplace.
8. The Hawaii State Chapter has established systems for consistent service delivery and support systems throughout the state.

Strategic Initiatives

- A. PREPAREDNESS:** Undertake focused efforts to prepare people and organizations for disasters and life-threatening emergencies
- B. MILITARY COMMUNICATIONS (Response):** Establish and sustain necessary military partnerships to provide effective emergency communications between U.S. military members and their families.
- C. RESPONSE:** Reinforce our systems for disaster response to ensure appropriate capacity statewide.
- D. COMMUNICATIONS (External):** Energize and sustain public relations efforts, focusing on the mission and services of the Red Cross.
- E. COMMUNICATIONS (Internal):** Establish, facilitate and maintain meaningful and timely communications with internal Hawaii State Chapter audiences.
- F. INTERNATIONAL PROGRAMS:** Support international programs that focus on directly saving lives and averting illness.
- G. VOLUNTEERS & YOUTH:** Initiate and implement sustained efforts to better recruit, train, involve and retain volunteers including a renewed focus on programs targeted at youth and young adults, engaging them in the mission of the Red Cross as well as providing services targeted to their needs.
- H. FINANCIAL DEVELOPMENT:** Strengthen our financial stability and donor base through collaborative fundraising efforts and by building fundraising capacity.
- I. DIVERSITY:** Aggressively outreach to diverse communities by creating messages, services and opportunities that address unique cultural characteristics.
- J. ADMINISTRATIVE EFFICIENCY:** Streamline administrative back-office functions freeing up resources to focus on local service delivery on each island.
- K. STATEWIDE STRUCTURE & RELATIONSHIPS:** Strengthen relationships and service delivery statewide through improved systems and organization at all locations.
- L. STEWARDSHIP:** Enhance and maintain a dedication to stewardship and integrity that maintains the highest standards of service delivery.
- M. LEADERSHIP DEVELOPMENT (Board, Volunteer & Employee):** Implement leadership development efforts to build the capacity and capability of our current and future leaders.

Strategic Foundations

FUNDAMENTAL PRINCIPLES

All actions carried out by the International Red Cross and Red Crescent Movement are guided by the Fundamental Principles. The Fundamental Principles are generally regarded as the moral authority under which we and the International Red Cross Movement operate. The Fundamental Principles are as follows:

Humanity	The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavors, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.
Impartiality	It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.
Neutrality	In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.
Independence	The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.
Voluntary Service	It is a voluntary relief movement not prompted in any manner by desire for gain.
Unity	There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.
Universality	The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

The Fundamental Principles were proclaimed by the International Conference of Red Cross and Red Crescent in 1965. According to the 27th International Conference of the Red Cross and Red Crescent, “All action carried out by the Movement is deeply rooted in the seven Fundamental Principles.”

CONGRESSIONAL CHARTER

1. To provide volunteer aid in time of war to the sick and wounded of the armed forces, in accordance with the spirit and conditions of:
 - a. the conference of Geneva of October, 1863;
 - b. the treaties of the Red Cross, or the treaties of Geneva, of August 22, 1864, July 27, 1929, and August 12, 1949, to which the United States of America has given its adhesion; and
 - c. any other treaty, convention, or protocol similar in purpose to which the United States of America has given or may give its adhesion;
2. In carrying out the purposes described in clause (1) of this section, to perform all the duties devolved on a national society by each nation that has acceded to any of those treaties, conventions, or protocols;
3. To act in matters of voluntary relief and in accordance with the military authorities as a medium of communication between the people of the United States and the armed forces of the United States, and to act in those matters between similar national societies of governments of other countries through the International Committee of the Red Cross and the Government, the people and the armed forces of the United States; and
4. To carry out a system of national and international relief in time of peace, and apply that system in mitigating the suffering caused by pestilence, famine, fire, floods and other great national calamities, and to devise and carry out measures for preventing those calamities.

MISSION

The mission statement defines the fundamental purpose of the American Red Cross. The statement is as follows:

The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disasters and help people prevent, prepare for, and respond to emergencies.

The mission statement is approved by the Board of Governors and was last revised in May 1996.

AMERICAN RED CROSS STRATEGIC PLAN

Launched in May 2003, the American Red Cross Strategic Plan focuses on how the overall organization will serve the people of America and have the greatest positive impact on our communities. The plan lays out our organizational priorities so that all units can align plans and activities toward a common strategic direction.

Implications of Our Environment

As is true throughout the nation, the environment in which the Hawaii State Chapter operates has undergone significant changes over the past few years. It is important to understand the implications of our shifting landscape.

SUMMARY OF TRENDS	IMPLICATIONS
<p style="text-align: center;">Demographics</p> <ul style="list-style-type: none"> • Growing population and number of households • Aging population • Increased diversity • Population shifts to other areas of Oahu and neighbor islands 	<ul style="list-style-type: none"> • The growth of the Hawaii State Chapter client base on all islands will place an increased demand on the services we provide. An aging population will: <ul style="list-style-type: none"> ○ Require an examination of the services we deliver to ensure they meet the needs of a more elderly population. ○ Expand the volunteer pool. The challenge will be to ensure appropriate and meaningful opportunities exist at the Red Cross. ○ Create a significant transfer of wealth over the next decade as older generations pass on their wealth to younger generations and charitable organizations. • The population of Hawaii is becoming increasingly diverse. This will require the Hawaii State Chapter to ensure it represents the communities it serves. Diversity must be reflected not only in our volunteers and employees, but in our donors and our clients. Our programs and services must be culturally relevant to our diverse populations. • The population shifts to other areas of Oahu and the neighbor islands will require the Red Cross to strengthen its presence in these areas. At the same time, the Red Cross must determine the best way to ensure a continued presence statewide. We must determine the optimal model for service delivery, financing and support for service delivery throughout the state.
<p style="text-align: center;">Economy</p> <ul style="list-style-type: none"> • Philanthropy typically lags behind economic trends • Economic performance is the primary driver behind giving 	<ul style="list-style-type: none"> • At the time this document was prepared, the economy was believed to be slowly climbing out of a slight recession that began in March, 2001. The recession of late 2000 and early 2001 suggests that giving may have been negatively impacted in late 2002 and 2003. • Studies consistently show that the primary driver behind giving is the performance of the economy and stock markets. • We must generate more recession-proof revenue streams to ensure client needs can be met. In addition, adequate strategies and reserves are required to weather economic downturns.

SUMMARY OF TRENDS	IMPLICATIONS
<p style="text-align: center;">Philanthropy and Volunteerism</p> <ul style="list-style-type: none"> • Individuals are the largest source of charitable contributions – 89% of households donated money in 2000 • 61% of people donated money when asked and 71% volunteered time when asked • Most people who donate to the Red Cross do so because they have a connection to the organization • Volunteerism and giving will have an expected boom as the American population ages and wealth is transferred to younger generations. • Those who donate require accountability for the utilization of funds 	<ul style="list-style-type: none"> • Like the charitable field overall, the vast majority of donations to the Red Cross are from individuals. Our donor pool is aging rapidly and does not reflect the diversity of America. Our typical donor is a white woman over 55. We must continue to capture the older generation of donors, but must make enormous strides in tapping into the charitable pool of underrepresented populations and younger generations. • While the American Red Cross uses a number of methods to encourage financial donations, we must ensure our messaging and vehicles for soliciting donations are effective, relevant and innovative. • The Red Cross must develop a more diversified fundraising base to reduce reliance on direct mail and federated giving. • The connections to the Red Cross most often cited as driving a financial donation include volunteering, received a service or had a blood transfusion need. We must capitalize on the opportunities we create through our services to engage more Americans in the work of the Red Cross. • We must engage a broader age range of the American public in the mission of the American Red Cross. Increased efforts to attract and engage youth will be critical to ensure continued support. At the same time, we must also strengthen our relationships with older generations to take advantage of volunteer and donation opportunities. • The Red Cross must demonstrate impeccable stewardship of donors' investment in our Mission. We must demonstrate that intentions are honored and resources are used effectively and efficiently.
<p style="text-align: center;">Disaster Environment</p> <ul style="list-style-type: none"> • The number and cost of major disasters continue to increase • Acts of terrorism are a reality • A residence catches fire every 83 seconds • International threats to national security will increase the deployment of active and reserve military forces 	<ul style="list-style-type: none"> • The Hawaii State Chapter is in a disaster prone area and will need to strengthen capacity and readiness as demand for Red Cross services will be a continuous threat statewide. • We must strengthen our plan for Homeland Security, ensuring an integrated response and preparedness effort across all units and other partners such as government agencies. • A well-coordinated approach for disaster preparedness that is focused on families, businesses and communities is needed in Hawaii. The Red Cross has the expertise and the service delivery network to be a leader in this area. 78% of Americans feel the Red Cross is a trusted source for disaster preparedness information. • Investment in human resources and technology will be essential to remain at the forefront of disaster response and preparedness. • As the war on terrorism continues, the activation and deployment of National Guard and Reserve forces will accelerate to higher levels. The Red Cross support to families of deployed military members will be increasingly needed.

SUMMARY OF TRENDS	IMPLICATIONS
<p>Constituent Expectations</p> <ul style="list-style-type: none"> • Clients expect fast, hassle-free and courteous service (about 70% of all Red Cross service clients rate their satisfaction as “excellent”) • Donors demand stewardship, accountability and an opportunity to make a difference • Our partners expect improved communication and better cooperation • American’s trust in societal institutions has waned, though the Red Cross has regained a favorable position with high trust rankings 	<ul style="list-style-type: none"> • While client satisfaction is relatively high, the Red Cross must continue efforts to deliver quality service in a customer-friendly manner. As we plan for our organization, establish priorities and make resource allocations, a focus on customers must drive our decisions. • As the American public sees only one Red Cross, we must ensure that all of our programs and services are well integrated. • It is imperative that we assure our donors and the American public that we adhere to the highest standards of stewardship, integrity and fiscal accountability. • The Red Cross must be an effective collaborator with government agencies at all levels and with other human service providers. Government agencies will demand the non-profit sector work cooperatively in their Homeland Security efforts. • While the Red Cross is beginning to regain the trust of the American public, individuals and corporations are demanding more from their charitable organizations. The overall trend of consumerism suggests that people want to know that their investment will lead to quality outcomes and their donation is used in the most cost-efficient manner. A focus on outcomes and fiscal responsibility are paramount to regaining and sustaining America’s trust in the Red Cross.

Our Strategic Direction

The Strategic Direction of an organization defines its long term focus and how it will fulfill its mission. It clearly states how we will live up to the high expectations, confidence and trust the public has placed in the Red Cross. Based on the foundations, mission and overall Strategic Plan of the American Red Cross, the Strategic Direction sets forth the priorities of the Hawaii State Chapter. It is also guided and influenced by the implications, opportunities and challenges of our operating environment.

The strategic direction of the Hawaii State Chapter is to:

Be our community's partner and a leader in mobilizing people to help prevent, prepare for and respond to disasters and other life-threatening emergencies. The Hawaii State Chapter is a conduit for people to help themselves and their neighbors throughout Hawaii, the nation and the world. We will be a leading resource and advocate for enabling people of Hawaii to prevent and prepare for emergency situations. We will be a leader and collaborative partner in the network for disaster response and homeland security. We will enable military families to communicate with their loved ones in emergency situations. Our services will be driven by our mission, focused on our clients and integrated across Hawaii.

Ardent attention to client service, quality and stewardship is vital to ensure we serve our community with respect, compassion and seamless service. We will clearly demonstrate our value, impact and relevance to Hawaii. We will visibly and proactively communicate the mission, services and value of the American Red Cross to our constituents. Our programs and services will be renowned for their high quality and impact on individuals, families, businesses and communities. Our volunteers, employees and partners will serve our clients with an acute focus on their needs. We recognize the value and role of other community-based organizations and international partners in fulfilling our mission and will effectively partner with them to expand the impact of all humanitarian organizations. We will do our utmost to reach all the people of Hawaii and truly make a difference in their lives.

Inspire a new generation of volunteers and supporters to enrich our traditional base of support. Our presence and services will reflect the diversity of Hawaii. This requires a renewed focus to engage a broader constituent and client base than we currently have on each island. We will engage more individuals in the mission of the Red Cross and undertake aggressive outreach efforts to underserved populations throughout the state. We will reach out to diverse populations, developing opportunities for youth and broadening our donor and volunteer base statewide by asking them to help us to help others.

Strengthen our financial base, infrastructure and support systems to continuously improve our service delivery system statewide. Accountability and integrity will be hallmarks of how the Hawaii State Chapter conducts its business. We will build strong and effective leadership through focused development opportunities for volunteers and employees that emphasize responsibilities and accountabilities and build skills. We will also ensure effective stewardship of the resources our donors entrust to us. We will better leverage technology to maximize our service delivery and improve the effectiveness and efficiency of our operations throughout the state. This is critical to improving the cost-effectiveness of our organization, as we must ensure the financial strength and sustainability of the chapter. This will also require

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robust human resources and financial strategies to ensure we continue to serve the community and fulfill the mission of the American Red Cross.

As an integral part of the social fabric of Hawaii, the Hawaii State Chapter will provide the highest quality, mission-driven, client-focused services. Working with other segments of the American Red Cross, we will pursue seamless integration of services to maximize the impact on those we all serve.

Strategic Goals

The Strategic Goals of the Hawaii State Chapter clearly define our critical areas of focus. These goals are explicitly tied to our Strategic Direction and establish our priorities as well as how we will measure our success. They also provide the framework for the specific Strategic Initiatives we will undertake. Our Strategic Goals reinforce the overall American Red Cross strategic goals while remaining relevant to the needs of our local community and being reflective of our chapter's capacity.

STRATEGIC DIRECTION: Be our community's partner and a leader in mobilizing people to help prevent, prepare for and respond to disasters and other life-threatening emergencies.

1. Individuals, families and organizations within Hawaii are prepared for disasters and other life-threatening emergencies.
2. The Hawaii State Chapter is able to effectively respond to disasters statewide.
3. The Hawaii State Chapter is a partner in the focus on life-saving international programs and on international community outreach.

STRATEGIC DIRECTION: Inspire a new generation of volunteers and supporters to enrich our traditional base of support.

4. More people in Hawaii are engaged in the mission of the Red Cross as volunteers and financial donors.
5. The Hawaii State Chapter demonstrates sustained progress in ensuring it is representative of the community it serves.

STRATEGIC DIRECTION: Strengthen our financial base, infrastructure and support systems to continuously improve our service delivery system.

6. The Hawaii State Chapter is a leader in efficient administrative and fundraising performance in order to maximize its resources dedicated to programs and services.
7. The Hawaii State Chapter has a high performance work force comprised of dedicated volunteers and employees who are committed to upholding the highest standards of conduct in the workplace.
8. The Hawaii State Chapter has established systems for consistent service delivery and support systems throughout the state.

SATISFACTION GOALS

The effectiveness of our services and satisfaction of our clients are vital to our success. We will achieve the goals related to these areas by successfully accomplishing the previously stated goals tied to our Strategic Direction. The successful execution of our Strategic Plan will result in:

- The services provided by the Hawaii State Chapter having a positive and demonstrable impact on the community.

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- Clients are fully satisfied with the helpfulness, timeliness and convenience of Red Cross services.

Strategic Scorecard

The Strategic Scorecard provides the framework in which the chapter will measure and evaluate progress against the Strategic Plan. Each goal is represented under its corresponding component of the Strategic Direction and has a set of metrics. These metrics, or performance indicators, will be used to monitor progress against the Strategic Goals.

BE OUR COMMUNITY'S PARTNER AND A LEADER IN MOBILIZING PEOPLE TO HELP PREVENT, PREPARE FOR AND RESPOND TO DISASTERS AND OTHER LIFE-THREATENING EMERGENCIES.		
METRIC	FY03 BASELINE	FY08 TARGET
<i>1. Individuals, families and organizations within Hawaii are prepared for disasters and other life-threatening emergencies.</i>		
Percent of population who have been provided with Preparedness/Community Disaster Education materials	<1%	Assigned to Service Del. Cmte.
Percent of population trained in life-saving skills (First Aid, CPR and/or Aquatics)	3%	Assigned to HSS Cmte.
Percent of population trained in other Health and Safety courses (Caregiving or locally-developed training)	<1%	Assigned to HSS Cmte.
Number of schools partnered with to provide students with preparedness information	Not tracked	Assigned to Service Del. Cmte.
Number of employers partnered with to provide workers with preparedness information	Not tracked	Assigned to Service Del. Cmte.
Number of active-duty and reserve military members and families provided with information on how to utilize AFES services	17,853	Assigned to AFES Cmte.
<i>2. The Hawaii State Chapter is able to effectively respond to disasters within the community.</i>		
All recurrent disaster expenses funded locally	100%	Assigned to Financial Dev. Cmte.
HSC raises funds according to an approved fundraising plan for non-recurrent disasters within its jurisdiction	Yes; need to address NI	Assigned to Financial Dev. Cmte.
HSC participates in Disaster Relief Fund fundraising consistent with relevant policies and procedures remitting funds to NHQ on a timely basis	Yes	Assigned to Financial Dev. Cmte.
Disaster Readiness Level	Level 2	Assigned to Disaster Services Cmte.
HSC assures reliable, 24 hour public access to Red Cross emergency services statewide	Yes	Assigned to Disaster Services Cmte.
HSC provides AFES emergency communication services with no breakdowns	Yes	Assigned to AFES Cmte.
HSC provides AFES education to community-based military and military families	Yes	Assigned to AFES Cmte.
Number of disaster exercises conducted annually with the community	Get from DS	Assigned to Disaster Services Cmte.
<i>3. The Hawaii State Chapter is a partner in the focus on life-saving international programs and on international community outreach.</i>		
HSC ensures the provision of International Tracing Services	Yes	Not Assigned
Dollars raised to support life-saving international programs (e.g. Measles Chapter)	\$0	Not Assigned

Strategic Plan- Hawaii State Chapter

Partners)		
Number of annual volunteer hours dedicated to supporting life-saving international programs	Not tracked	Not Assigned
Participates in international efforts of the American Red Cross	Yes	Not Assigned
Number of outreach activities to the local, foreign-born community	Not tracked	Not Assigned

INSPIRE A NEW GENERATION OF VOLUNTEERS AND SUPPORTERS TO ENRICH OUR TRADITIONAL BASE OF SUPPORT		
METRIC	FY03 BASELINE	FY08 TARGET
4. <i>More people in Hawaii are engaged in the mission of the Red Cross as volunteers and financial donors.</i>		
HSC maintains DSHR membership to meet local response needs	Yes	Assigned to Disaster Services Cmte.
Percent of community who donated time or financial resources in the past 12 months	Not tracked	Assigned to Financial Dev. Cmte.
5. <i>The Hawaii State Chapter demonstrates sustained progress in ensuring it is representative of the community it serves.</i>		
Number of active partnerships with organizations representing the diverse community	Not tracked	Assigned to Service Del. Cmte.
Percent of minority volunteer leadership	Not tracked	Nominating Cmte.
Number of youth volunteers	719	Human Resources Cmte.

STRENGTHEN OUR FINANCIAL BASE, INFRASTRUCTURE AND SUPPORT SYSTEMS TO CONTINUOUSLY IMPROVE OUR SERVICE DELIVERY SYSTEM		
METRIC	FY03 BASELINE	FY08 TARGET
6. <i>The Hawaii State Chapter is a leader in efficient administrative and fundraising performance in order to maximize its resources dedicated to programs and services.</i>		
Annual program expenses ratio	75% programs	Finance Cmte.
Fundraising costs per dollar raised	Not tracked	Financial Dev. Cmte
Ratio of "volunteer hours worked" to "paid-staff hours worked"	Not tracked	Human Resources Cmte.
Percent of Board members are financial donors to the chapter	Add from Cindy	Financial Dev. Cmte
Chapter is able to fund its budget requirements and satisfy its obligations (including the corporate assessment)	100%	Board of Directors
Annual monetary contributions per population	\$1.66	Financial Dev. Cmte
Annual direct monetary contributions per population	\$0.95	Financial Dev. Cmte
Annual product and service revenue per population	\$1.14	Assigned to Service Del. Cmte.
Annual days of cash and investments	54	Finance Cmte.
Annual days of working capital	84	Finance Cmte.
Annual days of net assets	135	Finance Cmte.
7. <i>The Hawaii State Chapter has a high performance work force comprised of dedicated volunteers and employees who are committed to upholding the highest standards of conduct in the workplace.</i>		
HSC board conducts a self-evaluation every 24 months	No	Nominating Cmte.
All HSC board members have completed a board orientation	No	Nominating Cmte.
HSC Board Chair has attended Chapter Chair Institute or equivalent	No	Nominating Cmte.
HSC has current documented personnel policies (approved by the HSC board) that govern the work and actions of all employees and volunteers	Update in process	Human Resources Cmte.
HSC CEO has completed chapter executive training	Yes	Human Resources Cmte.

Strategic Plan- Hawaii State Chapter

Percent of volunteers indicating "Excellent" or "Very Good" overall levels of satisfaction with their volunteer experience	Volunteer survey not used	Service Delivery Cmte.
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SATISFACTION GOALS		
METRIC	FY03 BASELINE	FY08 TARGET
<i>The services provided by the Hawaii State Chapter are having a positive and demonstrable impact on the community.</i>		
Percent of local clients who achieve the stated outcomes of American Red Cross services	Not consistently tracked	
<i>Clients are fully satisfied with the helpfulness, timeliness and convenience of Red Cross services.</i>		
Percent of local clients who are highly satisfied with American Red Cross services	Not consistently tracked	

Strategic Initiatives

The Strategic Initiatives and Tactical Plans of the Hawaii State Chapter define the discrete set of actions we will undertake to achieve our Strategic Direction and Goals. These Strategic Initiatives provide the framework for national as well as local efforts to implement our strategy and fulfill our mission.

STRATEGIC DIRECTION: Be our community's partner and a leader in mobilizing people to help prevent, prepare for and respond to disasters and other life-threatening emergencies

A. PREPAREDNESS: *Undertake focused efforts to prepare people and organizations for disasters and life-threatening emergencies.*

Building on the "Together We Prepare" effort, the Hawaii State Chapter will initiate activities to reinforce actions to prepare individuals and families for all types of disasters throughout the state.

Assigned to: Disaster Services Committee/Health & Safety Committee
Tactical Plans: Due by the end of the Second Quarter FY05

B. MILITARY COMMUNICATIONS (RESPONSE): *Establish and sustain necessary military partnerships to provide effective emergency communications between U.S. military members and their families.*

Assigned to: Armed Forces Emergency Services Committee
Tactical Plans: Due by the end of the First Quarter FY05

C. RESPONSE: *Reinforce our systems for disaster response to ensure appropriate capacity statewide.*

The Hawaii State Chapter will continue its effort of refocusing on disaster services to enhance customer service, ensure the organization is adequately prepared for all types of disasters and build capacity across the state to respond to all levels. Special emphasis will be placed on ensuring consistent service delivery is provided statewide.

Assigned to: Disaster Services Committee
Tactical Plans: Due by the end of the Second Quarter FY05

D. COMMUNICATIONS (External): *Energize and sustain public relations efforts, focusing on the mission and services of the Red Cross.*

Assigned to: Communications Committee
Tactical Plans: Due by the end of the First Quarter FY05

E. COMMUNICATIONS (Internal): *Establish, facilitate and maintain meaningful and timely communications with internal Hawaii State Chapter audiences.*

Assigned to: Not Assigned
Tactical Plans: Due by the end of the Third Quarter FY05

F. INTERNATIONAL PROGRAMS: *Support international programs that focus on directly saving lives and averting illness.*

Assigned to: Not Assigned
Tactical Plans: Due by the end of the Fourth Quarter FY05

STRATEGIC DIRECTION: Inspire a new generation of volunteers and supporters to enrich our traditional base of support.

G. VOLUNTEERS & YOUTH: *Initiate and ensure the implementation of sustained efforts to better recruit, train, involve and retain volunteers with a renewed focus on programs targeted at youth and young adults, engaging them in the mission of the Red Cross as well as providing services targeted to their needs.*

Volunteers are the life-blood of the Hawaii State Chapter. All facets of volunteer engagement, from recruiting to retention, need to be strengthened and broadened. New sources of volunteers must be explored, particularly with younger generations and diverse populations.

Assigned to: Service Delivery Committee
Tactical Plans: Due by the end of the Third Quarter FY05

H. FINANCIAL DEVELOPMENT: *Strengthen our financial stability and donor base through collaborative fundraising efforts and by building fundraising capacity.*

The total resource pool available to Hawaii State Chapter must be expanded.

Assigned to: Financial Development Committee
Tactical Plans: Due by the end of the First Quarter FY05

I. DIVERSITY: *Aggressively outreach to diverse communities by creating messages, services and opportunities that address unique cultural characteristics.*

Our services must be accessible, relevant and significant to all people in Hawaii. This requires an understanding of the cultural characteristics of diverse members of the community throughout the state.

Assigned to: Nominating Committee/Service Delivery Committee
Tactical Plans: Due by the end of the Second Quarter FY05

STRATEGIC DIRECTION: Strengthen our financial base, infrastructure and support systems to continuously improve our service delivery system statewide.

J. ADMINISTRATIVE EFFICIENCY: *Streamline administrative back-office functions freeing up resources to focus on local service delivery on each island.*

Streamlining back-office administrative systems will provide for better organization-wide information and reduce chapter administrative burden.

Assigned to: Technology Committee/Service Delivery Committee
Tactical Plans: Due by the end of the Third Quarter FY05

K. STATEWIDE STRUCTURE & RELATIONSHIPS: *Strengthen relationships and service delivery statewide through improved systems and organization at all locations.*

Initiatives that began in the FY02-04 Strategic Plan will be continued to reduce barriers in communication with neighbor island employees and volunteers, to ensure consistent approaches to service delivery and support systems at all locations and to effectively resource all locations for effective program delivery.

Assigned to: Service Delivery Committee
Tactical Plans: Due by the end of the First Quarter FY05

L. STEWARDSHIP: *Enhance and maintain a dedication to stewardship and integrity that maintains the highest standards of service delivery.*

The American Red Cross is accountable to the American people and to our local communities; we will establish and support accountability at every level of the organization to fulfill our ultimate responsibility to our constituents. Every volunteer and employee must be actively committed to the highest level of stewardship and integrity. Continuous vigilance in identifying critical vulnerabilities for the organization will serve to protect the best interests of the chapter, the American Red Cross and our constituents.

Assigned to: Finance Committee
Tactical Plans: Due by the end of the First Quarter FY05

M. LEADERSHIP DEVELOPMENT (Board, Volunteer & Employee): *Implement leadership development efforts to build the capacity and capability of our current and future leaders.*

Consistent understanding and implementation of critical leadership responsibilities are paramount for the ongoing success of the Red Cross.

Assigned to: Nominating Committee/Human Resources Committee
Tactical Plans: Due by the end of the First Quarter FY05

Appendix A – Glossary of Strategic Planning Terms

Baseline	Level of performance at the beginning of an effort.
Business Plan	Written document outlining the mission, environmental assessment, major initiatives and core services of a business unit. Performance indicators, targets and the financial impact of major initiatives and core services are key elements. Details how the business unit will contribute toward achieving organizational strategic goals.
Business Risks	The potential risks the individual business unit and the American Red Cross as a whole will face if a goal, plan or initiative is implemented or not implemented.
Client	One who directly receives products or services from the American Red Cross.
Constituents	All those with a vested interest in the current and/or future strategic direction of the organization. Includes our clients, donors, partners, volunteers and staff, and the American public. Also see <i>“Stakeholders”</i> .
Core Services	Functions that comprise the fundamental purpose of the business unit. Services provided regardless of the initiatives undertaken; are usually the services provided directly to external constituents or supportive services provided to other internal departments.
Cost	Measure of economic sacrifice necessary to achieve some ends. For business planning purposes, “cost” will refer to the total capital and expense dollars to be incurred.
Environmental Assessment	Addresses current and emerging needs of the communities served by the business unit as well as the business unit’s ability to meet those needs. Focus areas include, but are not limited to, key trends, competitive landscape and enterprise risks. An effective environmental assessment identifies most or all pertinent trends and their expected impacts for three to five years into the future.
Indicators of Chapter Performance and Potential (ICP²)	ICP ² is a nationally coordinated system of performance measurement of the American Red Cross service delivery system. It is based on existing data collected through the FOCIS system and customer surveys that are administered at the local level. The ICP ² program is designed to measure chapter performance in a variety of areas including service quality and effectiveness. The ICP ² program can support the strategic balanced scorecard by providing performance information for several of the metrics.
Lagging Indicator	Measure that focuses on the results achieved at the end of a time period. Generally characterizing historical performance. Examples of lagging indicators include employee turnover and most of the common financial measurements (revenues, expenses, etc.).

Leading Indicator	Measure that focuses on the expected driver of an activity or a process. Generally characterizing behaviors that are thought to be predictive of future performance. <i>Examples of leading indicators include employee absenteeism rates (because these could be predictors of future employee turnover) and the number of sales calls made (because this could be predictor of future revenues).</i>
Major Initiative	Specific projects or other efforts of significant scope undertaken by a business unit(s) in order to achieve a strategic goal of the American Red Cross.
Metric	See "Performance Indicator".
Mission	The fundamental purpose of the organization. Identifies who and what we are, what we do and who we serve. <i>The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disasters and help people prevent, prepare for, and respond to emergencies.</i>
Organizational Impact	The impact a major initiative will have on the organization, including mission, strategy, infrastructure and other areas. This should also include the projected financial impact on other business units.
Performance Indicator	A clear, concise and meaningful measure established to monitor progress toward a specific goal (be that a major initiative or core service outcome). As a general rule of thumb, performance indicators must be S.M.A.R.T.... <i>Specific:</i> Every indicator should be focused on a specific aspect of a unit's major initiative or core service. The more specific the indicator, the easier data collection is. <i>Measurable:</i> The indicator should be quantifiable. Quantifiable indicators allow you to demonstrate progress and provide the data and scale needed to make mid-course adjustments and improvements. The most measurable indicators are usually expressed in terms of units, dollars or percentages. <i>Achievable:</i> Indicators should focus on realistic targets that can be achieved but also stretch the organization. <i>Relevant:</i> The proposed indicator should be vital in measuring the progress and success of a strategic goal, major initiative or core service. <i>Time bound:</i> All indicators should be linked to a specific timeframe. Targets for specific time periods (monthly, quarterly) are as important as the indicator itself since they define progress, achievement, and success in quantifiable terms.
Stakeholders	All those with a vested interest in the current and/or future direction of the organization. Includes our clients, donors, partners, volunteers and staff, and the American public. Also see " <i>Constituents</i> ".
Strategic Balanced Scorecard	Performance management tool used to measure and manage the key factors that an organization recognizes as being essential to achieving its strategic direction and strategic goals. Balanced scorecards can also be "cascaded" throughout the organization, identifying the key performance indicators for business units that are aligned with the

strategic plan.

- Strategic Direction** The shared vision of what we will accomplish as we fulfill our Mission. It describes our priorities and frames the actions we will undertake.
- Strategic Goal** Specific, measurable objective the organization will work to attain. As the organization successfully reaches its strategic goals, it gets closer to the actualization of its strategic direction.
- Strategic Initiative** Specific set of actions that the organization will undertake to achieve its strategic direction and accomplish its goals. Typically, strategic initiatives are mapped to the strategic direction, as they may impact more than one strategic goal. Strategic initiatives should cut across the organization and guide specific tactics that may be undertaken at the business unit level.
- Strategic Plan** The document that embodies the mission, strategic direction and strategic goals of the American Red Cross. Provides a common organizational framework and a basis for establishing unit-specific goals.
- Tactics** Specific activities a business unit will undertake to accomplish a strategic initiative.
- Target** A measurement that indicates a level of performance to be expected for a specific performance indicator or strategic goal.

Strategic Plan- Hawaii State Chapter

