



Kūlia i Ka Nu'u

**STRATEGIC GOALS
2025 - 2027**





MISSION:

Our purpose; why we exist.

KEY Project's mission is to nurture the well-being of people and 'āina by supporting, serving, and sustaining our community.

VISION:

What the world will look like if we're wildly successful in implementing our mission.

A healthy, thriving community sustained by strong relationships and deep connection to 'āina and Hawai'i.





OUR VALUES:

SAFETY AND SECURITY

Ensuring physical, emotional, and environmental safety for all, including emergency preparedness and resilience.

INTERGENERATIONAL KNOWLEDGE AND CONNECTION

Fostering relationships between keiki and kūpuna to strengthen community bonds and ensure the transfer of cultural wisdom and knowledge across generations.

CULTURAL STEWARDSHIP

Emphasizing the importance of culture and land stewardship, with kuleana (responsibility) to protect and nurture both.

RESPONSIVENESS, ACCOUNTABILITY, AND INTEGRITY

Being responsive to the community's needs, holding the organization accountable for its actions, and maintaining integrity in all interactions.

CIVIC ENGAGEMENT AND RESILIENCE

Encouraging active participation in civic duties and community decision-making while building resilience to adapt and thrive in the face of challenges.

PILINA AND HO'OPILINA (Reciprocity and Relationships)

Building and maintaining meaningful, trusting, and reciprocal relationships within the community, grounded in mutual support and the spirit of aloha.



GOAL 1

ESTABLISH A UNIFIED IDENTITY AND CLEAR PURPOSE TO GUIDE KEY PROJECT'S FUTURE



Refine the mission, vision, and values to reflect the organization's evolution and ensure consistent communication that resonates with the community and stakeholders.

Pathways:

- Conduct a collaborative review of the current mission, vision, and values to ensure alignment with KEY Project's current programs and community needs.
- Develop and formalize a clear theory of change, articulating how KEY Project achieves its mission and works toward its vision through specific strategies and approaches.
- Officially register KEY Project as a trade name/DBA, ensuring all legal and administrative documentation reflects this transition from the original name, Kualoa-He'eia Ecumenical Youth Project.
- Perform a communications audit to identify and revise outdated or inconsistent public messaging, ensuring alignment with the refined language and organizational identity.

GOAL 2

**REDEVELOP AND
MAINTAIN
FACILITIES THAT
SERVE AS A
COMMUNITY
HUB AND
RESOURCE FOR
RESILIENCE.**



Ensure KEY Project's facilities are well-maintained, equipped, and accessible to support current needs and future opportunities, including becoming a recognized resilience hub.

Pathways:

- Plan and secure the lease renewal by 2029, engaging legal and community stakeholders early to ensure a seamless process.
- Conduct an assessment of deferred maintenance and required upgrades to maintain a safe, functional, and welcoming environment for the community.
- Explore facility enhancements to serve as a resilience hub for disaster preparedness, including structural hardening and resource capabilities.
- Audit current facilities use policies (e.g., alcohol restrictions) to evaluate their impact on community engagement and organizational goals.
- Review the cost-benefit of maintaining commercial kitchen certification versus transitioning to flexible community use to balance operational costs and accessibility.

GOAL 3

**BUILD
SUSTAINABLE
FUND
DEVELOPMENT
AND MARKETING
STRATEGIES TO
SUPPORT
ORGANIZATIONAL
GROWTH**



Create diverse and reliable funding streams, grow donor engagement, and enhance visibility to ensure the organization's financial health and ability to achieve its mission.

Pathways:

- Establish sustainable fundraising strategies that prioritize building the donor base, including engaging younger donors and cultivating long-term relationships.
- Develop multi-year grant funding and other revenue streams that align with KEY Project's operational capacity and programmatic priorities.
- Improve the organization's online presence to connect more effectively with key constituents, promote events, and drive engagement.
- Strategically manage grant writing to avoid overburdening staff and to balance growth in new programs with the sustainability of existing initiatives.

GOAL 4

**ENHANCE
OPERATIONAL
SYSTEMS TO
STRENGTHEN
PROGRAMS AND
SUPPORT STAFF
WELL-BEING**



Optimize fiscal policies, transportation resources, and workforce conditions to create a strong operational foundation that empowers staff and supports program success.

Pathways:

- Revisit fiscal policies, procedures, and indirect rates to ensure financial practices are transparent, efficient, and aligned with organizational needs.
- Address transportation challenges by exploring funding and acquisition opportunities for new vans or buses to support programmatic needs.
- Implement measures to address staff retention challenges, including improving workload distribution, pay scales, and professional development opportunities.

GOAL 5

DEEPEN CULTURAL AND COMMUNITY CONNECTIONS TO HONOR AND UPLIFT HAWAIIAN TRADITIONS



Strengthen ties to cultural knowledge holders, embed Hawaiian values in programming, and preserve the organization's rich history to foster community pride and engagement.

Pathways:

- Strengthen relationships with cultural knowledge holders to integrate Hawaiian culture into programs and operations.
- Ensure smooth staff transitions by implementing knowledge-transfer practices to preserve community relationships and cultural connections.
- Promote and embed Hawaiian culture and values in KEY Project's community, in program design and delivery.
- Document and share KEY Project's founding story and the broader history of the community to inspire and connect stakeholders with its mission.

GOAL 6

STRENGTHEN BOARD GOVERNANCE TO SUPPORT STRATEGIC PRIORITIES AND ORGANIZATIONAL RESILIENCE

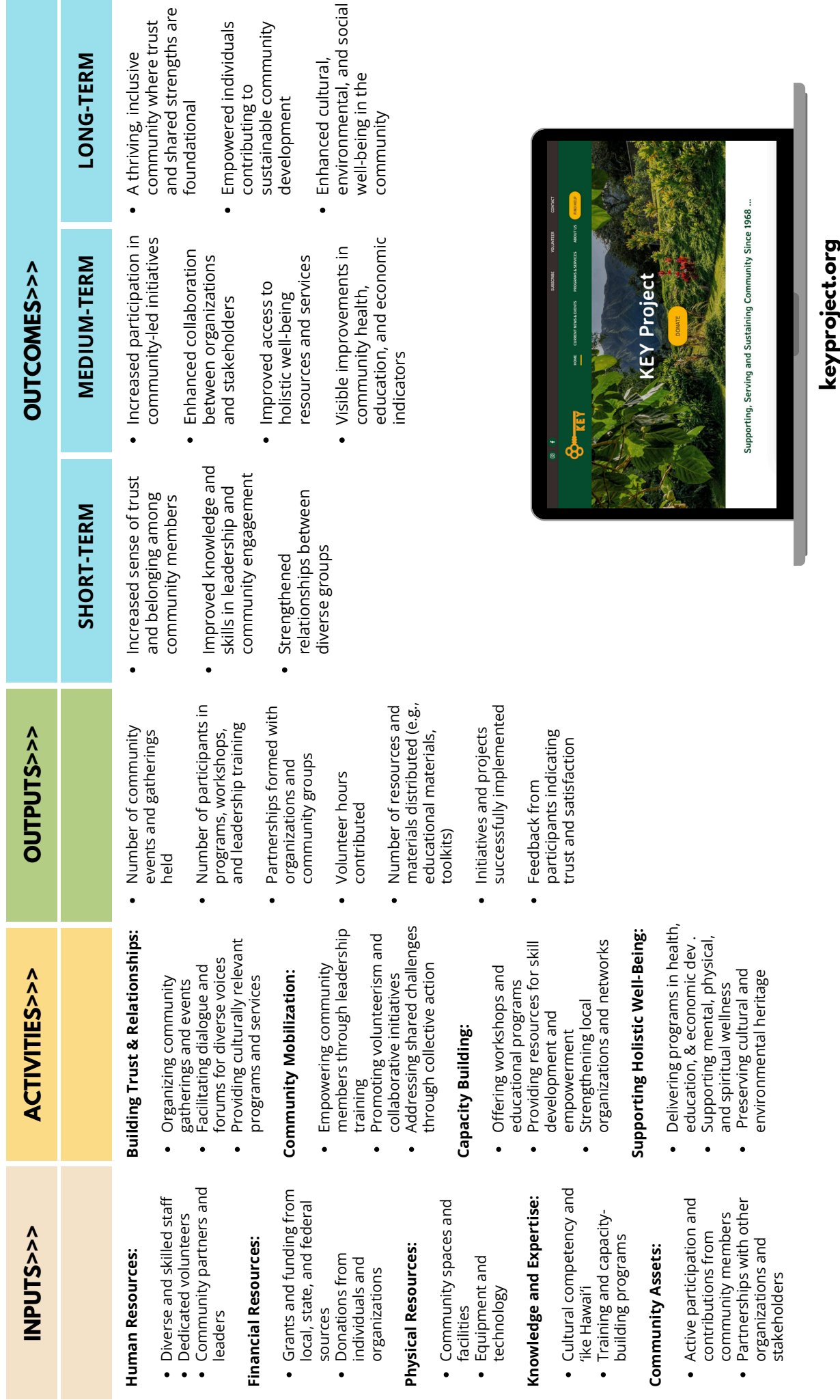


Recruit, develop, and engage a skilled, diverse board while establishing effective committee structures and governance practices to advance strategic goals.

Pathways:

- Recruit board members with skills and expertise aligned with strategic priorities, and develop a succession plan to ensure continuity as long-tenured members transition off the board.
- Establish core board committees such as Finance (covering audits, investments, and budget oversight) and Governance (focusing on policies, nominations, and organizational oversight), along with special committees for specific projects like Lease Renewal and Facility Improvements.
- Create and implement a structured board calendar for key functions, including quarterly financial reviews, policy updates, Form 990 review, budget approval, and annual Executive Director evaluations.

KEY Project Theory of Change/Logic Model



Supporting, Serving and Sustaining Community Since 1968



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