

THE VILLAGES OF KAPOLEI ASSOCIATION (VOKA)

FIVE-YEAR STRATEGIC PLAN

2025-2030

Prepared by :

The VOKA Strategic Planning
Committee

Prepared for :

The VOKA Homeowners and
the Board of Directors



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Villages of Kapolei Association
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2025-2030

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INTRODUCTION

The Villages of Kapolei Association (VOKA) is a community of affordable and market-priced single-family homes, condominiums, and rental apartments with schools, churches, parks, recreation centers, and a golf course. The State is the Master Developer who continues to award developing rights to other developers, to construct the remaining parcels. The Villages of Kapolei are unique in that there are Department of Hawaiian Home Lands (DHHL), State parcels, and a City Park.

To continue serving the VOKA homeowners, the Board of Directors agreed that it is time to transform into a strategically operating organization before Hawai'i Housing Finance and Development Corporation (HHFDC) leaves in 2030. Under the direction of President Vanessa Lum, the Strategic Planning Committee (SPC) was charged with developing a Five-Year Strategic Plan. Committee members included Crystal Germano, Lori Goeas, Sandy Jamora, Keola Jimeno, and Delta Westcot. Dr. Lori Lee Goeas was appointed Chair of the SPC.

VALUES

In keeping with our history and culture of service to the residents of the Villages of Kapolei and interested stakeholders, we established an uncompromising dedication to preserving, promoting, and protecting the foundational beliefs in ***Integrity, Communication, Responsibility, Accountability, Respect, and Service.***

VISION

“To make the Villages of Kapolei a desirable community we are all proud to call home.”

MISSION

“The Villages of Kapolei Association is dedicated to maintaining property values while ensuring the safety and well-being of our community. We achieve this through the diligent application and fulfillment of our governing documents, fostering a vibrant, secure, and thriving neighborhood for all residents.”



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STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee (SPC) reemerged in 2023 under the leadership of President Vanessa Lum. This committee's charge was to define the parameters of the discussion of the Strategic Action Plan (SAP), initiate education and internal debate on strategic planning and action issues related to the State, City, and internal levels, and develop a comprehensive five-year Strategic Plan (SP) identifying objectives necessary to see the association ready to move forward into 2030, independent of the State.

The SPC examined the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the VOKA. Chair Goeas developed a timeline of the SPC milestones (Appendix A). The committee conducted eleven meetings, including the initial Open Strategic Planning Community Meeting and the final Board Meeting to approve the plan. Meeting minutes have been recorded. In July, the Board of Directors' input on the KRAs was solicited via email. These meetings are recorded as January 13, 2024, January 22, 2024, May 31, 2024, June 17, 2024, July 24, 2024, September 18, 2024, September 24, 2024, October 22, 2024, November 4, 2024, November 19, 2024, and November 26, 2024.

The Committee reviewed and considered the existing 2019 SP, various internal association documents (DCC&R, Bylaws, etc.), outside association plans, HHFDC's Memorandum of Agreement (MOA), and input from its residents. Emerging from the initial SPC meeting, Five Key Result Areas (KRA's) were identified: Governance & Administration, Accounting & Financing, Maintenance, Member Programs & Services, and Property Partners. The KRAs were sent to the respective departments for development. The Committee worked diligently to meet the milestones established in the timeline (Appendix A), allowing a two-week window for public comment on the draft from September 30 to October 14, 2024. This living document represents the final 5-Year SP (2025-2030) presented and adopted by the Board on November 26, 2024, effective January 1, 2025.



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FINANCIAL FORECAST

The projected cost of executing the SP is estimated at \$431,500.00, which must be added to the VOKA's budget over the next five years.

KEY RESULT AREAS (KRA)	Budget Need 2025	Budget Need 2026	Budget Need 2027	Budget Need 2028	Budget Need 2029-30	Budget 5 Year Totals
KRA 1. Governance & Administration	~\$31,500	~\$31,500	~\$31,500	~\$31,500	~\$31,500	~\$157,500.
KRA 2. Accounting & Finance	~\$0	~\$0	~\$0	~\$0	~\$0	~\$0
KRA 3. Maintenance	~\$48,800.	~\$48,800.	~\$48,800.	~\$48,800.	~\$48,800.	~\$244,000.
KRA 4. Member Programs & Service	~\$6,000	~\$6,000	~\$6,000	~\$6,000	~\$6,000	~\$30,000.
KRA 5. Property Partners*	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	~\$86,300.	~\$86,300.	~\$86,300.	~\$86,300.	~\$86,300.	\$431,500.

*All legal services are included in KRA 1: Governance & Administration.



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KEY RESULT AREAS

KRA 1. Governance & Administration

What is happening in the Villages, what are our goals, and how close are we to meeting them?

Governance & Administration.						
Strategies	S=Start E=End	Responsible Parties	Budget	Progress		Specific Evidence of Success or Completion
				Planning	Acting	
1a. <ul style="list-style-type: none">Conduct data analysis on all non-compliance matters (disaggregate data into villages, offense, cost, days, etc., and include in the Quarterly Delinquency Report).Proactively review and determine courses of action for all covenant and restriction enforcement of fair, effective, and consistent application of the DCC&R policies. Establish procedures for proactive review of all properties consistently violating covenants and restrictions with the oversight of the Board.Maintain the integrity of all common areas. Safety for our residents is paramount.Conduct quarterly educational workshops to include outreach events, activities, seminars, articles, etc.<ul style="list-style-type: none">Host educational forums for residents every two	S=2025 E=2025 S=2025 E=2025 S=2025 E=2030 S=2025 E=2030	General Manager /Assistant (GM/AGM Covenants Manager Attorney BoD	n/a n/a n/a n/a		✓	<input type="checkbox"/> Reduced covenant violations issued <input type="checkbox"/> Reduced legal referral for delinquencies <input type="checkbox"/> Updated procedures <input type="checkbox"/> Quarterly Delinquency Report provided to the Board <input type="checkbox"/> Quarterly events/activities that include educational components or opportunities related to compliance.



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	years and new sub-associations as needed. Information may include history, the hierarchy of documents and laws, DCC&R, organizational chart, financial and reserve information, common property, architectural standards, homecare standards, recreation information, and plans for the future.						<input type="checkbox"/> Host educational forums
1b.	<ul style="list-style-type: none">Consider the effects of Climate Change on the VOKA environment including scenarios where water may be at a premium.Continue the town hall meeting concept to discuss important topics affecting Association members.Maintain and enhance VOKA's website for increased messaging to the Association membership and develop new capabilities to strengthen usage such as an electronic directory, local maps, photo gallery, and individual account management. Going forward:<ul style="list-style-type: none">Refine current communication tools, websites, and newsletters.Ensure the website's aesthetics are visually appealing and easy to navigate for internal residents and external inquirers.Include member access to pertinent resident information (Board Minutes, financial reports, etc):<ul style="list-style-type: none">Create secure access for Resident Owners only.Audit and update VOKA's systems and databases used to communicate via letter or email to association membership.<ul style="list-style-type: none">Review for completeness, accuracy, and efficiency, and update procedures as needed.Improve measures to collect and update member contact information.	S=2025 E=2030 S=2025 E=2030	GM/AGM Accountant Treasurer President BoD	n/a	\$250	✓	<input type="checkbox"/> Town Hall Meetings are held for each village <input type="checkbox"/> Website updated with more info & refreshed aesthetics <input type="checkbox"/> All platforms consistently message and provide access to member information <input type="checkbox"/> Secure Web access is provided for Resident Owners only <input type="checkbox"/> Databases updated for all residents <input type="checkbox"/> GM/AGM attendance at neighborhood Board monthly meetings, DHHL meetings, and so on <input type="checkbox"/> Update residents' welcome informational packet



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<ul style="list-style-type: none">• Ensure involvement or participation in the following: Neighborhood Board meetings, City and County (C&C) meetings, DHHL monthly meetings, and sub-association meetings to keep up-to-date and open lines of communication in the neighborhood.• Welcome new members to the neighborhoods by sending out a standard welcoming informational packet designed with efficient and effective tools to promote community awareness.• Implement an Annual Members' Satisfaction Survey to get members' input on selected key issues under consideration and look for any significant unmet needs.• All modes of communication should convey consistent messages (website, social platforms, signage, etc).• Develop a volunteer program to involve more homeowners in association activities (4a).	S=2025 E=2030	GM/AGM	n/a		✓	<input type="checkbox"/> Annual Members' Satisfaction Survey Summary Report presented to the board <input type="checkbox"/> Volunteer Program established
1c.	S=2025 E=2026 S=2025 E=2027	GM/AGM Accountant Treasurer Personnel & Budget & Personnel Committee BoD	Included in KRA 3 n/a		✓	<ul style="list-style-type: none">• Present findings to the Board (staffing forecast)• Present Salary Study to Board and recommendations• Share audit findings on all positions/professional services
1d.		GM/AGM Covenants	Legal services			<ul style="list-style-type: none">• Proposals to board on DCCR changes



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<ul style="list-style-type: none">Review the effectiveness of existing policies and procedures for improvement. Proactively inventory a list of all possible changes to DCC&R for consideration and inclusion in a package of changes that the Board would recommend for a membership vote in the future.Collaborate with the Design Review Committee (DRC) and Covenants to update, clearly define, and communicate any new policies required to align with strategic plans.	S=2025 E=2030 S=2025 E=2030	Accountant Treasurer Committee Attorney BoD	\$31,250 * n/a				<ul style="list-style-type: none">required Policy changes
1e. <ul style="list-style-type: none">GM & Assistant Manager to be Certified Manager of Community Associations (CMCAs).Accountant to be Certified Public Accountant.Encourage all other staff to pursue appropriate certifications in their respective departments, such as First Aid, CPR, AED, ADC, etc.Update all Professional Development Plans (PDP) to reflect requirements and maximize personnel.	S=2025 E=2026 S=2025 E=2030 S=2025 E=2030 S=2025 E=2030	GM/AGM Accountant BoD Staff	n/a (included in Annual budget)		✓		<input type="checkbox"/> GM & AGM present certification <input type="checkbox"/> CPA overseeing finance management <input type="checkbox"/> PDs updated <input type="checkbox"/> Staff engage in PDP
1f. <ul style="list-style-type: none">Inventory technology and ensure effective use of technology for efficient performance.Review existing systems and vendors to ensure alignment with business goals.	S=2025 E=2026 S=2025 E=2026	GM/AGM Accountant Staff BoD	n/a n/a		✓		<input type="checkbox"/> Tech inventory established and updated/upgraded <input type="checkbox"/> Systems evaluated for efficiency and cost savings

KRA 2. ACCOUNT & FINANCE

How will we ensure the Villages of Kapolei Association's financial status is healthy, assets preserved and maintenance fees remain reasonable?

Account & Finance. To secure the financial viability of the VOKA



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Strategies	S=Start E=End	Responsible Parties	Budget	Progress		Specific Evidence of Success or Completion
				Planning	Acting	
2a. <ul style="list-style-type: none">Conduct a financial audit and analysis of all drivers/priorities contained within the strategic plan:<ul style="list-style-type: none">Improve financial methodology, reporting, and analysis (this might require investing in accounting software or services to get accurate and up-to-date info to help with decision-making).Review capital structure to ensure optimal/increase margins, and investment objectives are clearly defined and met.Increase the timeline for the budgeting process.Reassess administrative expenses to align with industry norms and redirect savings to Maintenance and Reserves.Ensure all non-exempt activities are self-sustaining.Maximize Return on Investment (ROI). Review processing procedures and controls for collection, posting, and disbursement of funds. Determine areas where efficiencies, productivity tools, and internal controls can be implemented and make recommendations as needed.Maintain a taxable income of no more than 40% of VOKA's gross income.	S=2025 E=2030 S=2025 E=2025 S=2025 E=2025 S=2025 E=2025 S=2025 E=2025 S=2025 E=2030	GM Accountant Treasurer Budget Com. BoD	n/a	✓ ✓	✓	<input type="checkbox"/> Financial Audit Report and findings presented to the Board <input type="checkbox"/> Financial health and stability reports <input type="checkbox"/> Systematic budget process <input type="checkbox"/> Budget allocation aligns with industry norms <input type="checkbox"/> Non-exempt activities identified are self-sustaining <input type="checkbox"/> Review and examine the findings, presented to the Board related to investments and ROI. <input type="checkbox"/> Improved tax liability



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2b. <ul style="list-style-type: none">Oversee development, reasonableness, and completeness of reserve studies and the operating and capital budgets.GM/AGM & Maintenance Mgr. conduct a comprehensive needs assessment on projected needs, including the added takeover of common areas and parcels, and proposals going into the Budget (contracts, direct labor cost, machine hours, equipment, sq. ft., etc.) (KRA: Maintenance):<ul style="list-style-type: none">Schedule meetings with the Budget Committee to discuss the projected needs of the Maintenance Dept. (KRA: Maintenance).Conduct a needs assessment, with the Budget Committee on an increased schedule of dues required to meet the projected cost of operations (include in further negotiations with the Property Partners as needed).	S=2024 E=2025 S=2024 E=2025 S=2024 E=2025	GM/AGM Maintenance Manager Budget Committee Accountant BoD SPC	n/a Included in KRA 3 n/a		✓		<input type="checkbox"/> Needs Assessment Report and findings presented to the board <input type="checkbox"/> An incremental 2% increase in budget was allocated to the Maintenance Dept. <input type="checkbox"/> Increase membership dues by the next annual meeting
2c. <ul style="list-style-type: none">Inventory all asset components used for their condition and replacement value and compare them to the current reserve listing—update records for accuracy.Evaluate all asset components not currently used to determine future needs; remove -0- value components.Map out expected asset purchases for the next 5 years.Work with the Smart Property liaison to update the software components as needed.Work with the Budget Committee on a 5-year plan to acquire new assets while increasing reserve contributions.A Reserve Study will be updated no less than every 3 years, and provided to the Board upon receipt.Use the Reserve Study when planning annual budgets to ensure reserves are sufficient to fund required	S=2025 E=2025 S=2025 E=2025 S=2025 E=2027 S=2025 E=2025 S=2025 E=2030 S=2026 E=2027 S=2025 E=2030	GM/AGM Dept. Mgr. Accountant Treasurer Budget BoD	n/a n/a Included in KRA 3 n/a n/a Included in the Annual budget		✓		<input type="checkbox"/> All assets are accounted for with accurate Remaining Useful Life (RUL). <input type="checkbox"/> The budget process includes the use of a Reserve Study and anticipated asset purchases <input type="checkbox"/> Capital Replacement Work Project Report provided to the board Quarterly <input type="checkbox"/> Annual Street Maintenance & Repair



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infrastructure projects, replacements, etc. <ul style="list-style-type: none">• Increase Capital Replacement Reserves over the next four years, from 66% to 70%:<ul style="list-style-type: none">◦ Conduct a study on the adequate increase of membership dues required to fund reserves and operations (2b).• Create an Annual Street Maintenance and Repair Plan that addresses the requirements for ongoing street maintenance and repair updated annually for the current year's work program along with the appropriate investment amounts for capital reserve budgeting (KRA: Maintenance).• Identify any infrastructure project that needs consideration and prioritization in the annual operations or capital budget (KRA: Maintenance).	S=2025 E=2026		n/a n/a				<p>Plan presented prioritizing projects</p> <p><input type="checkbox"/> Reserve Study conducted every 3 years (2027)</p> <p><input type="checkbox"/> Capital Reserve maintained at 70% or higher</p>
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KRA 3. MAINTENANCE

How will we ensure that the Villages of Kapolei landscape and facilities are well-maintained and aesthetically pleasing?

Maintenance.						
Objectives:						
Strategies	S=Start E=End	Responsible Parties	Budget	Progress		Specific Evidence of Success or Completion
3a.	Planning	Acting				
• Conduct a comprehensive needs assessment for the Maintenance Department responsibilities, including the	S=2025 E=2028	GM/AGM Maintenance		✓		<input type="checkbox"/> A Maintenance Needs Assessment



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takeover of remaining common areas & parcels: <ul style="list-style-type: none">Identify and establish 5 new positions in the maintenance department over 5 years.Prioritize Maintenance manager salary (1c).Construct Maintenance Building <ul style="list-style-type: none">Upon the transfer of common areas and/or said parcels, VOKA's Maintenance Department will increase equipment stock based on projected work transferred. This will include pertinent Safety Equipment and usage instructions for workers, such as sound-muffling ear muffs, gloves, appropriate facial masks, and so on.	S=2025 E=2030	Mgr. BoD	\$48,800/yr			<p>Report presented to the Board</p> <input type="checkbox"/> Budget and acquisition of needed equipment & personnel <input type="checkbox"/> Construction of new Maintenance Building
3b. <ul style="list-style-type: none">Apply/use water more efficiently:<ul style="list-style-type: none">Reduce total water consumption by 10%, while maintaining an attractive, green landscape. 12/31/20 19,372k gallons < 17,435k gallons.Adjust watering times as appropriate by season, reducing frequency where possible.Evaluate meters and junction boxes for leaks and repair quarterly.Replace any old irrigation sprayers from mist to directional.Assess sink spigots and shower heads and replace as-needed water savers with aerators.Turn off sprinkler automation based on weather predictions.Replace toilets with WaterSense toilets as needed.Slowly incorporate xeriscaping in smaller view planes and pocket parks (requires DRC approval).Seek both short and long-term water sources for landscape use. This plan should be updated for each year's annual work program with the appropriate investment amounts for capital reserve budgeting.	S=2025 E=2026	GM/AGM Maintenance Mgr.	n/a		<input type="checkbox"/> All strategies employed and cost savings by way of reduced gallons and irrigation expenses <input type="checkbox"/> Facility Maintenance Schedule and supplies cost implemented and presented to the Board <input type="checkbox"/> Reduced cost of maintenance supplies	



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<ul style="list-style-type: none">Continue to implement best management practices including management guidelines, and more drought-tolerant turfgrass, and assess and consider the possibility of reducing total irrigated land.Develop Facility Maintenance Cleaning Schedule with cost of supplies etc. (to include anticipated rentals - use avg. use):<ul style="list-style-type: none">Implement a comprehensive preventative maintenance schedule.	S=2025 E=2030 S=2025 E=2025		n/a		✓	
3c. <ul style="list-style-type: none">The Master Plan addresses the policy and guidance on all common area plantings, maintenance, design, and all lighting related to its landscape. The Maintenance Dept and GM/AGM should:<ul style="list-style-type: none">Prepare an ongoing 5-year plan for maintaining and replacing Association assets (per Reserve Study):<ul style="list-style-type: none">Update each year's Annual Project Proposal/Report along with the appropriate investment amounts for capital reserve budgeting and present to the Board.Assume responsibility for periodic reviews of the landscape maintenance contract(s) and make appropriate recommendations to the Board concerning any need for new or revised landscape maintenance agreements (particularly for cost savings - 3 bids over \$5k).	S=2025 E=2030	GM/AGM Maintenance Mgr. BoD	Reflected in Capital Reserves		✓	<input type="checkbox"/> Annual Project Proposal/Report provided to the Board with anticipated budget from Reserves <input type="checkbox"/> Evaluation of existing contracts for cost-savings

KRA 4. MEMBER PROGRAMS & SERVICES

What action will happen to ensure that all populations across the village have equal and accessible opportunities to engage in activities?



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Member Programs & Services						
Strategies	S=Start E=End	Responsible Parties	Budget	Progress		Specific Evidence of Success or Completion
				Planning	Acting	
4a. <ul style="list-style-type: none">Continue to educate homeowners on issues related to Homecare standards.<ul style="list-style-type: none">Hold at least 2 free annual educational workshops on home and yard maintenance.Continue to pursue joint programs with outside or community partners focusing on improving safety w/in the Villages<ul style="list-style-type: none">Develop a VOKA Emergency Management Plan (employees/residents).Continue investment in Neighborhood Security Watch (NSW program).Evaluate existing member programs and services for cost-effectiveness (ticket sales, pool hours, rentals, programs, etc.)<ul style="list-style-type: none">Member Interest and Program Evaluation Survey will be implemented.Track and evaluate program attendance, including time of day, days of week, and months of the yearPrograms/classes to assess the quality of instruction and member participation.Partner with Agency Advocates who represent	S=2025 E=2030 S=2025 E=2026 S=2025 E=2030	GM/AGM Rec. Director GM/AGM GM/AGM	n/a n/a n/a		✓ ✓ ✓	<input type="checkbox"/> Members' Interest and Program Evaluation Summary Report presented to the board <input type="checkbox"/> Conduct cost analysis on Programs and presented to the Board <input type="checkbox"/> 2 workshops a year on home and yard maintenance <input type="checkbox"/> VOKA Emergency Management Plan in effect, approved by BoD



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diverse interests such as gardening, financial wellness, pet expo, Health fairs, NSW, Senior Club events, etc.							
4b. <ul style="list-style-type: none">Develop a Recreational Facility Plan (RFP) that addresses the vision of members' desired amenities and programs (4a).Implement Annual member survey on Programs of Interest (4a).Consider collaborating with the City on possible bike trails, walking paths, and complete streets, and make connections with Inner Kapolei and UH West Oahu.Work with the C&C on programs that benefit the City and the VOKA on projects:<ul style="list-style-type: none">Identify key government and other organizations with which to establish relationships and establish liaisons with them to influence policies and take advantage of opportunities that benefit VOKA such as Friends of the Library (FOLK), Sierra Club, Palehua Camp, Rotary Club, Lions Club, etc.	S=2025 E=2025 S=2025 E=2025 S=2025 E=2030 S=2025 E=2030	GM/AGM Rec. Director	\$5,000 n/a n/a n/a		✓	<input type="checkbox"/> Provide the Board with the Annual Recreation Plan for approval <input type="checkbox"/> Annual Member Interest Survey Report shared with the Board <input type="checkbox"/> Meetings w/City	
4c. <ul style="list-style-type: none">Consider expected deterioration, resource wear and tear, and expansion needs:<ul style="list-style-type: none">Monitor RFP and advocate as necessaryConsider operational hours, strategic multiple program offerings during high peak hours, etc.Identify the common areas throughout the property, the potential for each, and how they could work together to use areas for all members: gardening sustainability, partners, volunteer programs, and so on.	S=2025 E=2027 S=2025 E=2027	GM/AGM Rec. Director BoD GM/AGM Rec. Director	n/a \$1000		✓	<input type="checkbox"/> Monitor systems in place & update the board on proposed changes <input type="checkbox"/> Identify common areas that could serve as hosts for future programs	

KRA 5. PROPERTY PARTNERS



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What actions will happen to ensure that the Villages are completely independent of the State by 2030?

Property Partners						
Strategies:	S=Start E=End	Responsible Parties	Budget	Progress		Specific Evidence of Success or Completion
				Planning	Acting	
5a. <ul style="list-style-type: none">Parcel 1: Entry @ Kamaaha Ave & Fort Barrette Road.Parcel 2: Entry @ Kealanani St. & Farrington Hwy.<ul style="list-style-type: none">Follow Transfer Procedures and ensure timelines align with the SP.Ensure the Maintenance Dept. is prepared for takeover (KRA3).Actively pursue the revision, clarification, and rewrite of any needed supplemental DCCRs for the remaining tracts of land (1d).	S=2027 E=2028 S=2028 E=2029	BoD GM/AGM HHFDC VOKA Attorney	Included in KRA 3 Legal services included in KRA 1	✓		<input type="checkbox"/> By 2028 Parcel 1 will be completely transferred to VOKA <input type="checkbox"/> By 2029 Parcel 2 will be completely transferred to VOKA <input type="checkbox"/> Review documents for revisions for transfer yearly until complete



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5b. <ul style="list-style-type: none">Conduct a wall assessment by a qualified expert focused on safety and severity.MOA with HHFDC on the scope of repair work on the perimeter wall.Post-repair assessment by the same qualified expertWall repairs to be completed before transfer, either directly by HHFDC or through in-lieu payment:<ul style="list-style-type: none">IF HHFDC repairs: conveyance to be done in increments through transfer procedure.IF in-lieu payment: VOKA to consider project requirements to establish in-house tasks and work to be possibly contracted. Bids out, contractor selected, etc.	S=2025 E=2026 S=2025 E=2026 S=2025 E=2026 S=2025 E=2026	BoD GM/AGM HHFDC VOKA Attorney Maintenance	Legal services included in KRA 1 n/a	✓		<input type="checkbox"/> Wall Assessment Report <input type="checkbox"/> Repair work proposal provided via MOA <input type="checkbox"/> Post-repair assessment <input type="checkbox"/> Transfer docs
5c. <ul style="list-style-type: none">Locate and express interest in the preferred maintenance site to HHFDC	S=2025 E=2026	BoD GM/AGM	n/a		✓	
5d. <ul style="list-style-type: none">Develop plans for annexation and negotiate agreements for the transfer of property:<ul style="list-style-type: none">Strategize for annexation of new parcels and development of additional homes.Map out long-term development plans, including maintenance and improvement of common areas and infrastructure.The NWC (~900 homes)	S=2025 E=2030	BoD GM/AGM Maintenance Mgr. HHFDC Budget	n/a			<input type="checkbox"/> Design Strategic Development plans for New Parcels annexed <input type="checkbox"/> Inventory of Physical Plant Asset Report provided to the board <input type="checkbox"/> Inventory of all contracts projected to take over and/or work adopted by maintenance present to the Board



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<ul style="list-style-type: none">○ Village 8 parcel annexation (Kaupea Phase II)<ul style="list-style-type: none">■ Attorney General (AG)'s to confirm annexation.○ Daniel K. Akaka State Veterans Home<ul style="list-style-type: none">■ Assessment negotiations with Hawaii Health Systems Corporation, following the assimilation of the lot from the Department of Defense (DOD).● Create an inventory of physical plant assets within VOKA that should be evaluated from a usefulness and financial perspective and should include the following: 1) Streets, curbs, gutters 2) Storm water drainage systems including culverts, drop inlets, and open/closed channel easements.● Maintain an ongoing dialogue with HHFDC & the City regarding proper operation, aesthetics, and funding of all infrastructure, including but not limited to 1) Street lights and associated wiring, 2) Walls, retaining walls, and fences, 3) Signage including street signs, entrance monuments, subdivision monuments and signs, and traffic signs, 4) Common area irrigation systems and associated controllers, 5) Structures, including VOKA's building and each entrance structure.● Create an inventory of all existing HHFDC contracts related to VOKA. Evaluate to determine the cost of each contract that will be maintained and identify work that will be adopted by Maintenance:<ul style="list-style-type: none">○ Consideration should be given to how this inventory will be collected, verified, and stored, such as in a computer base (recommended in cooperation even shared with HHFDC).○ Consider creating an Ad-hoc committee to vet contracts and the feasibility of takeovers.	S=2025 E=2030	S=2025 E=2030	S=2025 E=2030	S=2025 E=2026	BoD GM/AGM Maintenance Mgr. HHFDC Budget	BoD GM/AGM Maintenance Mgr. HHFDC Budget	BoD GM/AGM Maintenance Mgr. HHFDC Budget	n/a	n/a	n/a Included in KRA 3				<input type="checkbox"/> Identify contracts that will be continued versus those that we adopt. Provide budget requests related to each <input type="checkbox"/> Ensure assets taken over are included in the Reserve Study and budget accordingly <input type="checkbox"/> Ad Hoc committees established
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5e. <ul style="list-style-type: none">Review DHHL agreements and schedule meetings with the Hawaiian Homes Commission (HHC) to discuss solutions.Collaborate with DHHL on common issues related to compliance, security, common grounds, development, association communications, economic development of the surrounding area, and so on.Schedule quarterly meetings with DHHL, proposed to improve communication & strengthen the partnership.Establish an Ad-hoc committee to review the DHHL agreement and request enforcement representation from the DHHL/Hawaiian Homes Commission (HHC).	S=2025 E=2025 S=2025 E=2030 S=2025 E=2030 S=2025 E=2026	BoD GM/AGM DHHL/HHC	n/a 5e Legal services included in KRA 1			<input type="checkbox"/> Meeting updates <input type="checkbox"/> Reduced covenant violations issued <input type="checkbox"/> Reduced legal referral for delinquencies <input type="checkbox"/> Enforcement representative established from DHHL/HHC
5f. <ul style="list-style-type: none">Actively pursue the revision, clarification, and rewrite of the supplemental DCCRs for the remaining land within the VOKA (1d).Monitor the timeliness of HHFDC's rehabilitation of roads, sidewalks, signs, basins, and so on to be turned over to the City.<ul style="list-style-type: none">Request Estimated Time of Completion (ETC) or Timeline of all rehabilitation scheduled.	S=2025 E=2030 S=2025 E=2030	BoD GM/AGM Attorney HHFDC Maintenance	n/a 6f Legal services included in KRA 1			<input type="checkbox"/> Agenda item of HHFDC's monthly report to the Board includes progress <input type="checkbox"/> Obtain ETC/Timeline of HHFDC work projects within the VOKA and present to the Board



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EVALUATION PROGRESS REPORTS

5-YEAR STRATEGIC PLAN EVALUATION

“Evaluation is an important part of the strategic planning process because it helps ensure that projects/plans are effective, efficient, and meet their goals. Evaluation can help:

- Identify areas for Improvement: Evaluation can help identify what went wrong, why it went wrong, and how to improve in the future.
- Make Informed Decisions: Evaluation can help ensure that projects are aligned with organizational goals and stakeholder needs.
- Build Trust: Evaluation can help build trust and confidence in a team's abilities.
- Learn from Mistakes: Evaluation can help teams learn from errors and perform better on future projects.
- Get Perspective: Evaluation can help teams understand how things went, which can differ from various perspectives.
- Identify Unintended Consequences: Evaluation can help identify unintended consequences of the project/plan.
- Track Progress: Evaluation can help track progress and ensure accountability” (PMO Team, 2023).

The following reports have been identified within the **Villages of Kapolei 5-Year Strategic Plan** and should be considered and used throughout the determined evaluation process.

REPORTS TO BE SUBMITTED TO THE BOARD OF DIRECTORS

5-Year Strategic Plan			
1.	Annual Operational Plan (to Include Budget)	Annually ¹	EOY (2024-2030)
2.	Quarterly Progress Reports on Annual Operational Plan (PR on #1)	Quarterly	March, June, Sept. Dec.



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#	KRA Objective(s)	Report to be Submitted/Filed	DUE	Due Date(s)
KRA 1. Governance & Administration				
3.	1a. Decrease legal referrals for non-compliance over the next five years ending in 2030.	Quarterly Delinquency Report	Quarterly	March, June, Sept. Dec.
4.	1b. Strengthen communication and engagement strategies to ensure membership participation and feedback by 2025.	Annual Members' Satisfaction Survey Summary Report	Annually	EOY
5.	1c. Evaluate workforce needs and prepare for a 2-5 year projection by 2027.	Salary Study & Audit on Contracts	Once	EOY 2025
KRA 2. Accounting & Finance				
6.	2a. VOKA will maintain a balanced budget.	Financial Audit Report*	Annually ¹	EOY
7.	2a. VOKA will maintain a balanced budget.	Financial (health and stability) Reports	Monthly	Scheduled Board Meetings
8.	2c. VOKA will fund the Capital Reserve Study at the 70 percent level, following the forecasted period in the most recent Reserve Study by 2029.	Capital Replacement Work Project Report (PR on #13)	Quarterly	March, June, Sept. Dec.
9.	2c. VOKA will fund the Capital Reserve Study at the 70 percent level, following the forecasted period in the most recent Reserve Study by 2029.	Annual Street Maintenance & Repair Plan	Annually ¹	EOY
10.	2c. VOKA will fund the Capital Reserve Study at the 70 percent level, following the forecasted period in the most recent Reserve Study by 2029.	Reserve Study conducted every 3 yrs*	3 yrs.	2027, 2030
KRA 3. Maintenance				
11.	3a. Strengthen the Maintenance Department to prepare for the newly dedicated landscaping areas by increasing personnel by 2030.	Maintenance Needs Assessment Report	Annually ¹	EOY

¹ Should coincide with Annual Proposed Budget(s)



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12.	3b. Develop a comprehensive plan to reduce facility supply and sustainable impact by 2030.	Facility Maintenance Schedule	Annually ¹	EOY
13.	3b. Develop and implement a plan for Landscape operations and routine maintenance of all common properties and facilities by 2030.	Annual Project Proposal/Report (Reserve Study/Funded)	Annually ¹	EOY
KRA 4. Member Programs & Service				
14.	4a. VOKA will develop and offer community enhancement programs to support homeowners (volunteer programs, neighbor helping neighbor, directory of businesses, geriatrics, etc.) by 2030.	Members' Interest and Program Evaluation Summary Report	Annually	June and/or December
15.	4a. VOKA will develop and offer community enhancement programs to support homeowners (volunteer programs, neighbor helping neighbor, directory of businesses, geriatrics, etc.) by 2030.	Cost Analysis of Recreation Programs	Annually ¹	EOY
16.	4a. VOKA will develop and offer community enhancement programs to support homeowners (volunteer programs, neighbor helping neighbor, directory of businesses, geriatrics, etc.) by 2030.	VOKA Emergency Management Plan	Once	June 2025
17.	4b. The Recreation Department will offer desirable programs accessible to all and driven by member interest by 2026.	Annual Recreation Plan	Annually ¹	EOY
KRA 5. Property Partners				
18.	5b. The repair and transfer of the perimeter walls-from the State to the VOKA will be completed by December of 2026.	Wall Assessment Report	Once	EOY 2025
19.	5d. All remaining parcels and physical assets (APPENDIX B) will be annexed to VOKA by 2030.	Strategic Development plans for New Parcels annexed	Annually	As parcels are annexed.
20.	5d. All remaining parcels and physical assets (APPENDIX B) will be annexed to VOKA by 2030.	Inventory of Physical Plant Asset Report	Annually	EOY. See above.

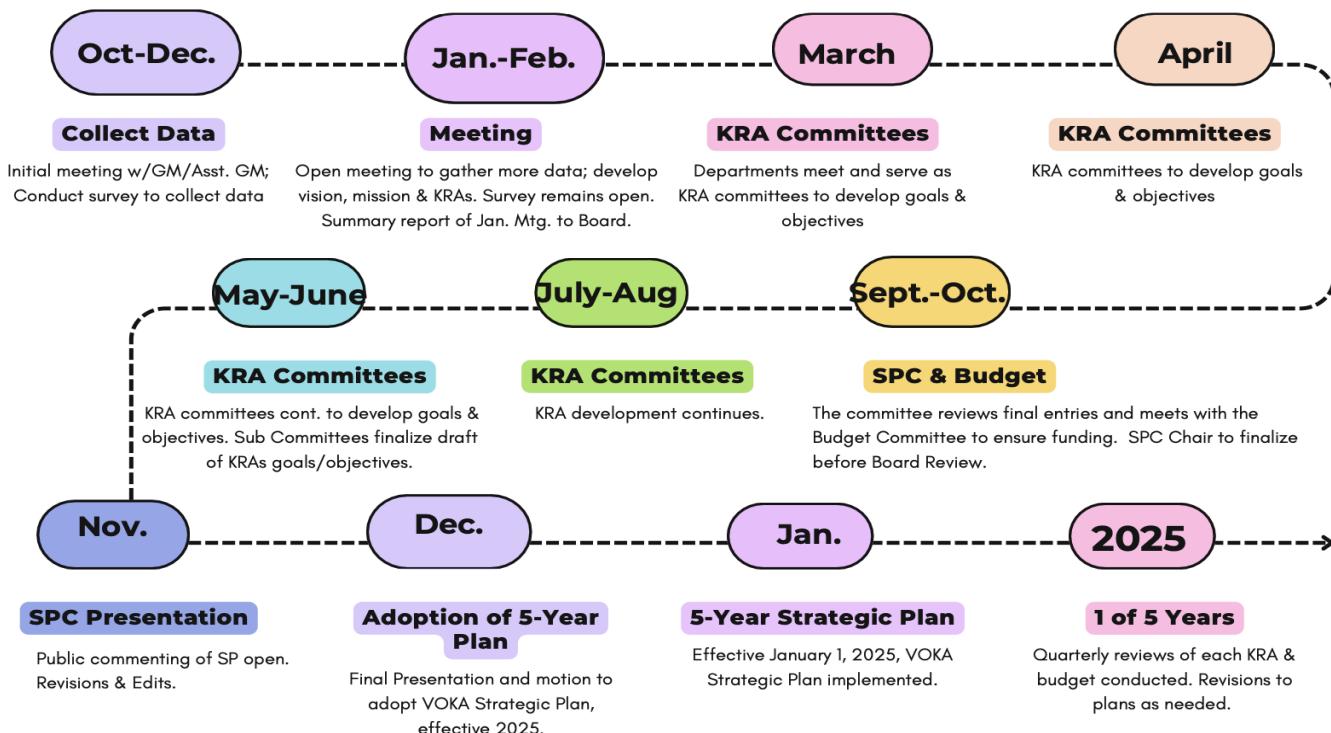
¹ Should coincide with the Annual Proposed Budget(s).



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APPENDIX A: STRATEGIC PLANNING COMMITTEE TIMELINE

VOKA SPC Timeline



Revised by Goeas, L. (June 2024)



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APPENDIX B: PROJECTED TIMELINE OF PROPERTY ACQUISITION

	2025	2026	2027	2028	2029	2030	
Confirmation annexation of Kaupea Phase II	✓						
Annexation of DKA SVH		✓					
Lease for Maintenance Site			✓				
Perimeter wall assessment & repair assignment		✓					
Deed for maintenance site			✓				
Conveyance of Parcel 1: Kamaaha & Ft. Barrette				✓			
Conveyance of Parcel 2: Kealanani & Farrington					✓		
Conveyance of NW corner lots					✓	✓	
Tri-Party agreement signed						✓	