



Strategic Plan 2024-2028

Facilitated by



community | works

Planning
Facilitation & Training
Nonprofit Management

Introduction

Mililani Town Association (MTA), established in 1968, is the largest and foremost planned community in the State of Hawaii. In 1986, Mililani was given the All-America City Award. Mililani is the only community in Hawaii to ever receive this distinction.

Located near the center of the island of Oahu, there are 15,829 homes encompassing over 3,500 acres. Mililani consists of two distinct regions, Mililani Town and Mililani Mauka. Together Mililani Town and Mililani Mauka comprise of schools, shopping centers, markets, restaurants, churches, health care facilities, professional offices, two fire stations, and a movie theater. Parks and walkways are abundant throughout the community as well.

With a staff of close to 200 employees, MTA is responsible for building maintenance, landscaping, covenants enforcement, design approval, accounting, and special events and programs. MTA provides a variety of recreational activities through its seven recreation centers and offers programs and classes to meet the recreational, educational, and leisure-time needs of its members. MTA is focused on homeowners' quality of life, maintaining property values, and preserving the peace, health, comfort and general welfare of the homeowners.



Guiding Principles

VISION

Mililani Town Association will be the standard of quality for community associations.

MISSION

- ➔ To maintain, preserve and enhance the common areas.
- ➔ To contribute to the homeowners' quality of life, in a homeowner-friendly environment.
- ➔ To provide for efficient and financially stable management and operations.
- ➔ To ensure fair and consistent application of the Mililani Town Association DCC&Rs for the purpose of maintaining property values.

GOALS

1. **Land Use & Landscaping.** Continue to unify and improve community-wide landscaping to maximize aesthetic appeal and use of common areas.
2. **Facilities & Programs.** Improve the modernization and sustainability of facilities and programs to meet the diverse needs of the Mililani community.
3. **Finances & Efficiencies.** Ensure financial security and adequate reserves in order to efficiently maintain operations at a high level of service.
4. **Green/Sustainability.** Implement a sustainability plan to be a model GREEN community.
5. **Training.** Maintain a commitment to consistent and quality education and training for all MTA stakeholders to ensure adherence to best practices and means.



Priority Initiatives

YEAR 1 (FYE 2024)

Land Use & Landscaping. Continue to unify and improve community-wide landscaping to maximize aesthetic appeal and use of common areas.

- Meditation/Nature Walk implementation (plant, install, etc.)
- Plan Street Orchard
- Initiate planning and budgeting for landscape improvements and rest areas in Lower Mililani

Facilities & Programs. Improve the modernization and sustainability of facilities and programs to meet the diverse needs of the Mililani community.

- Finalize plans for Rec 3 renovation project
- Map out diverse events and workshops (sports, pets, music, crafts, education, keiki, kupuna)

Finances & Efficiencies. Ensure financial security and adequate reserves in order to efficiently maintain operations at a high level of service.

- Prepare for wage compression in response to increases in minimum wage
- Technology Study and Evaluation

Green/Sustainability. Implement a sustainability plan to be a model GREEN community.

- Find a consultant to complete Energy Audit for MTA to be a model “green” community

Training. Maintain a commitment to consistent and quality education and training for all MTA stakeholders to ensure adherence to best practices and means.

- New training: Homeowner Code of Conduct
- Ongoing training in Safety, CAI, and New Homeowner Orientation
- Audit trainings and develop/consult tutorials and videos for ALL training
- Board of Directors and Management Team cross-training



YEAR 3 (FYE 2026)

Land Use & Landscaping. Continue to unify and improve community-wide landscaping to maximize aesthetic appeal and use of common areas.

- Implement Street Orchard
- Complete planning and budgeting for landscape improvements and rest areas in Lower Mililani
- Evaluate signage costs and location for Two Corners, including landscaping for Kuahelani and Kamehameha Hwy. corner

Facilities & Programs. Improve the modernization and sustainability of facilities and programs to meet the diverse needs of the Mililani community.

- Completion of Rec 3 renovation project
- Map out diverse events and workshops (sports, pets, music, crafts, education, keiki, kupuna)

Finances & Efficiencies. Ensure financial security and adequate reserves in order to efficiently maintain operations at a high level of service.

- Prepare for wage compression in response to increases in minimum wage

Green/Sustainability. Implement a sustainability plan to be a model GREEN community.

- Begin implementation based on Energy Audit by completing a Reserve Study

Training. Maintain a commitment to consistent and quality education and training for all MTA stakeholders to ensure adherence to best practices and means.

- Ongoing training in Safety, CAI, and New Homeowner Orientation
- Implement changes based on training audit and update as needed
- Board of Directors and Management Team cross-training



YEAR 5 (FYE 2028)

Land Use & Landscaping. Continue to unify and improve community-wide landscaping to maximize aesthetic appeal and use of common areas.

- Ongoing implementation of landscape improvements and rest areas in Lower Mililani

Facilities & Programs. Improve the modernization and sustainability of facilities and programs to meet the diverse needs of the Mililani community.

- Map out diverse events and workshops (sports, pets, music, crafts, education, keiki, kupuna)

Finances & Efficiencies. Ensure financial security and adequate reserves in order to efficiently maintain operations at a high level of service.

- Prepare for wage compression in response to increases in minimum wage
- Technology has been implemented and continuous evaluation is ongoing

Green/Sustainability. Implement a sustainability plan to be a model GREEN community.

- Continue implementation based on Energy Audit and Budget

Training. Maintain a commitment to consistent and quality education and training for all MTA stakeholders to ensure adherence to best practices and means.

- Ongoing training in Safety, CAI, and New Homeowner Orientation
- Continue to update tutorials and videos as needed
- Board of Directors and Management Team cross-training

Other.

- Survey homeowners' satisfaction.



Performance Dashboard

Measure	1-Year Target (FY 24)	3-Year Target (FY 26)	5-Year Target (FY 28)
LAND USE/LANDSCAPING			
Desired Outcome: Increased use of common areas			
Meditation/Nature Walk	Implemented plans for Meditation/Nature Walk		
Street Orchard	Plan developed for Street Orchard	Implemented plan for Street Orchard	
Lower Mililani Improvements	Initiate planning and budgeting for landscape improvements	Completed plan for landscape improvements	Ongoing implementation of landscape improvements
Signage Improvements		Evaluate signage costs and decide whether or not to approve plans	TBD based on decision in FY 26
FACILITIES & PROGRAMS			
Recreation Center 3's Renovation Plan	Finalized plan for Rec 3 renovation	Rec 3 renovation completed	
Diversify Events and Workshops	Two events per month Minimum of 2 new activities/events per year	Two events per month Minimum of 2 new activities/events per year	Two events per month Minimum of 2 new activities/events per year
FINANCES & EFFICIENCIES			
Compensation	Assess positions affected by wage compression Budget addresses minimum wage change and wage compression	Assess positions affected by wage compression Budget addresses minimum wage change and wage compression	Assess positions affected by wage compression Budget addresses minimum wage change and wage compression
Technology	Completed Technology Study and Evaluation		Technology improvements implemented; ongoing evaluation



Measure	1-Year Target (FY 24)	3-Year Target (FY 26)	5-Year Target (FY 28)
GREEN /SUSTAINABILITY			
Energy Audit & Reserve Study	Energy Audit completed by consultant	Completed Reserve Study addressing Energy Audit implementation	Ongoing implementation of Energy Audit and Budget Desired outcome: By 2035 MTA is carbon neutral
Training			
New Training	Homeowner Code of Conduct implemented		
Ongoing Training	Annual training in Safety, CAI and New Homeowners Orientation	Annual training in Safety, CAI and New Homeowners Orientation	Annual training in Safety, CAI and New Homeowners Orientation
Develop & Update Tutorials	Completed audit for all training	Changes implemented based on audit	Tutorials updated, as needed
Board of Directors & Management Team Cross-Training	Cross-training made available annually, as appropriate	Cross-training made available annually, as appropriate	Cross-training made available annually, as appropriate
Other Measures			
Percentage of satisfied or very satisfied homeowner responses on survey	>= 90%	--	--

