



STRATEGIC PLAN 2017

The Episcopal Diocese of Hawai‘i

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to Education Day and the
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STRATEGIC INITIATIVES GROUP

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WHERE WE BEGAN

This Strategic Plan 2017 was developed based on input and comments received from people throughout the Diocese* in a series of focus groups held beginning in May of 2017. Hundreds of people, both clergy and laity, came out to share their feelings and thoughts about their congregation, the Diocese, and their own life in Christ. From the many, many pages of information received, this Plan has been prepared.

As a team, the Strategic Initiatives Group worked with Bishop Robert Fitzpatrick and Canon Sandy Graham to discern the core issues facing our common life as the Episcopal Diocese of Hawai'i in 2017 and in the future.

In our work, we came to have a deep appreciation for the generations that have gone before and many who gave much to us that makes moving forward possible. We must give thanks to God for those who have gone before us even as we look to the future.

Without the participation and cooperation of people around the Diocese*, this document would not be a reality before you today. A very sincere "Thank you" from the members of the Strategic Initiatives Group to all who participated.

WHAT WE HEARD

As we listened to you, we heard:

- While some noted children's ministries and new members, more folk expressed a fear that their congregation is aging with few members less than 50 years old, many in the 70s and 80s, and with few young families.
- Some talked about the challenges of attracting people.
- It was noted that most clergy in charge of congregations in our Diocese* have been in place for less than five years, and some are inexperienced in leading and cultivating congregations.
- Many churches cannot afford full-time priests. At the same time, congregations tend to resist coming together to share clergy or programmatic resources.
- Some reported that caring for aging buildings and having lay leaders carry the lead for a long time creates a burden and "leadership burn-out".

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- The Episcopal Church is blessed with a rich liturgy, but that liturgy is not always enacted in a way that leads to joy or deep personal connection.
- People in our society today seem to long for ‘ohana that church might provide, but there was broad discussion about how to truly bring others into our congregations.
- Some priests reported feeling isolated, churches being geographically distant, and both clergy and laity tending not to meet with each other for mutual support, joint training, or projects.
- While some people talked of their own congregation thriving, others feel like they are being forced into survival mode because of a changing religious environment.
- Some expressed concern about understanding the policies and requirements of the Church, and of the expectations of them as leaders.

FORWARD TOGETHER

The work of affirmation, renewal, and transformation is grounded within our Baptismal Covenant and spiritual identity as disciples of Jesus Christ. Spiritual health and vitality are critical to our ability to serve our communities and accomplish our ministry goals where operational success is a byproduct of sound and Christ-centered leadership, communication, and vision.

Rather than addressing specific “operational” functions of the Diocese*, this strategic plan seeks to address the underlying habits and patterns of life that we hope will continue to shape and strengthen our diocesan ‘ohana. Together, Design Teams will be created and called upon to enable us to adaptively live into our goals over the next few years.

We believe that a healthy Diocese* is a Diocese* that:

- (1) Encourages spiritual growth in all its members,
- (2) Empowers and supports its spiritual leaders (lay and ordained); and,
- (3) Engages in open and generous communication that encourages mission.

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OUR VISION

The Diocese of Hawai‘i is spiritually nourished and engaged.

This vision will allow the Diocese* to work toward these objectives:

- Nurture our congregations to claim a spiritual identity that is vibrant and engaged.
- Encourage the development of relationships among the members of our congregations – both those new to the church and those who have been around a while – so that we will eagerly share a fresh and energetic faith in Jesus Christ.
- Foster a greater sense of ‘ohana within the Diocese*, especially among lay and clergy leaders.
- Encourage a Diocese-wide* spiritual awakening that will draw people to the joyful faith presence of Jesus Christ in our churches.
- Invest time, talent and treasure in the spiritual vitality of our Diocese*, which in turn will enhance our human and financial resources for mission.
- Empower our churches to be the Body of Christ in their local communities.
- Create safe, pastoral environments where individuals can talk openly and share the stories of their spiritual journeys and how they have been transformed by their faith in Jesus Christ.
- Achieve greater clarity in our churches of the importance of compliance with the policies of the Diocese* and The (“national”) Episcopal Church.

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OUR STRATEGY

Our strategy is to transform the Diocese* by developing and supporting the lay and clergy leaders so they can transform their churches and their local communities.



OUR GOALS

Overview of the Goals

- (1) The Diocese* is committed to developing and sustaining spiritual growth, vitality, curiosity, and well-being within our churches.
- (2) The Diocese* seeks to strengthen our identity as one 'ohana and the relationships within our 'ohana among clergy, lay leaders and congregations.
- (3) The Diocese* is focused on improving the capacity for communication within our congregations, across the Diocese*, and into our communities as we engage in evangelism.

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STRATEGIC GOAL ONE:

The Diocese* is committed to developing and sustaining spiritual growth, vitality, curiosity, and well-being within our churches.

To engage this Goal, a Design Team will be recruited to provide an implementation plan including both Measures of Success and Tactics for the Diocese* including the Bishop, the Office of the Bishop staff, the lay and clergy leaders, and the congregations.

Some Possible Measures of Success

- Our congregations report the power of their liturgies, music and sermons.
- Increased attendance at workshops and retreats.
- Clergy and lay leaders are offered education in effective leadership and discipleship.
- Clergy report success in growing their congregations and share successes with each other.

Some Possible Tactics

- Share and deepen our understanding of “The Story” as it applies to “our story”, acknowledging that the Bible and the Book of Common Prayer are the center of who we are as a People of God.
- Communicate the value of spiritual habits, and encourage clergy and laity to engage in “a rule of life”.
- Provide continuing formation training for clergy and lay worship leaders to improve their capacity to conduct meaningful worship, including:
 - More impactful preaching
 - Ways to provide quality worship music with limited resources
- Develop an Episcopal approach to sharing faith with others that is culturally appropriate in Hawai'i.

STRATEGIC GOAL TWO:

The Diocese* seeks to strengthen our identity as one ‘ohana and the relationships within our ‘ohana among clergy, lay leaders and congregations.

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Some Possible Measures of Success

- Increased collaborative efforts among clergy and lay leaders.
- Increased opportunities for study and reflection.
- Increased regular social gatherings as clergy, spouses, significant others.

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Some Possible Tactics

- Identify and publicize the key ideas and practices that we agree on as Episcopalians.
- Encourage development of a clergy 'ohana hui on each island or by affinity groups (for example size of congregation or ethnic/cultural/language group served) that meets regularly to discuss things of scholarly and spiritual import – followed by a social event. Clergy spouses could also be included. Attention should be paid to bi-vocational and non-parochial clergy.
- Provide a model and some training on how to build social relations in the congregations.
- Improve the cooperative relationship among other Episcopal congregations, and with those of other denominations, to strengthen the ministries in each of our congregations and to encourage cooperation with each other in outreach ministries in our communities, evangelism methods, worship resources, and formation opportunities by sharing what is working, what is not, and what we can do together.

STRATEGIC GOAL THREE:

The Diocese* is focused on improving the capacity for communication within our congregations, across the Diocese*, and into our communities as we engage in evangelism.

To engage this Goal, a Design Team will be recruited to provide an implementation plan including both Measures of Success and Tactics for the Diocese* including the Bishop, the Bishop's staff, the lay and clergy leaders, congregational staff members and the congregations.

Some Possible Measures of Success

- Lay and Clergy leaders and the congregations actively engage with the Diocese*, the governance groups and the Bishop with an understanding of the ministries, the budget, and the basis of the assessment.
- Churches plan their activities based on an increased understanding of the needs of their communities, especially in target demographic groups, and the activities and ministries of nearby Episcopal churches.

Some Possible Tactics

- Clarify the source of the various canons and policies that lay and clergy leaders must follow and why, and the degree to which there is discretion or flexibility.
- Clarify the role of the Bishop and the Office of the Bishop so people know who to contact about particular needs and where to obtain information.
- Provide training on the business side of the church: what it means to be either a mission or parish and the roles of treasurer and warden to reduce the fear and reluctance to take on these roles.
- Develop a methodology whereby churches can ascertain what the real needs are in the surrounding communities and the needs of the individuals within them – spiritual, practical, and social.

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