



Ka Papa Ho'olālā 2018-2028
Strategic Plan 2018-2028

Hawai'i Conference
United Church of Christ

June 2018



Prayer for Strategic Planning June 2017

Bind us together our God
Sharing our love in your infinite ways
Breathe your aloha in us
Walk closely beside us through all of our days.

CHORUS:
Ke Akua Manaloa
O God, hear our prayer.

God of grace, God of mercy
We are created to be just like you
God of love, God of peace
Forgive us, receive us, we call out to you.

CHORUS

Open our hearts and our minds
Discerning your spirit, we welcome you in
Joy overflowing our hearts
Show us your vision so we can begin.

CHORUS

Composed by Delegates to the 195th 'Aha Pae'aina
Music by Ken Makuakane
June 2017



HCUCC Strategic Plan 2018-2028

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May 20, 2018

Dear Members of the Conference:

With great joy and humility, I present the 2018-2028 Strategic Plan for the Hawai'i Conference of the United Church of Christ for your approval. I am joyful as I watch us come together to discuss our aspirations and our challenges, knowing that we can do great things if we enter into healing conversations and take on ambitious goals together. I am humbled by the faith and commitment shown by so many in this Conference to envision and work toward the kin(g)dom of God.

After the Conference-wide Assessment of March 2017, the Council authorized the Administration Missional Team to contract with our consultant, Cynthia Scherr, to do a Strategic Plan. Beginning with a series of plenary sessions at the 195th 'Aha Pae'āina, this plan represents the culmination of a year of praying, listening, discerning, discussing and debating about the future of the Conference. Over 500 people from throughout the Conference—in person on 'Oahu, Hawai'i, Maui, Moloka'i, Kaua'i and via teleconference on Lana'i— have participated in shaping our future. People under 40 provided crucial feedback and inspiration for keeping church a dynamic presence in their lives. The inclusiveness of this effort gives me confidence that the plan reflects the many voices and perspectives of our Conference.

I am beyond grateful to all of you who gave your time and energy to this spirit-filled process. I am also grateful to the Strategy Team, appointed by the Conference Council who worked alongside with our esteemed and amazing consultant, Cynthia Scherr. Mahalo, Fa'afetai tele lava, Thank you, Cynthia, for your guidance and leadership throughout this whole process.

This plan will feel different than our effort with the New Creation Initiative 15 years ago. We have purposely created a flexible, responsive plan because we are in the midst of a leadership transition in the Conference. We expect that the plan will guide the selection of a settled Conference Minister and provide him or her with insight into what matters most to us right now.

The plan both builds on efforts already underway in the Conference and sets forth bold new initiatives. We bring it to you to enact, to make it your own, through the efforts of our Missional Teams, Associations and local churches. Everyone has a role in attaining our vision of *one 'ohana: a unified, radiant and transforming expression of the body of Christ*.

We know that God will continue to speak to us as we implement our plan. We will check in with our progress and revise the plan on an ongoing basis, maintaining it as a living document. I invite you to find your part in bringing it to life. To God be the glory!

Yours in Christ,

The Rev. Iese Tuuao, Chair
HCUCC Council



May 19, 2018

Dear Members of the Conference:

Last June's 'Aha Pae'āina made a commitment to a Conference-wide strategic planning process. After a year of diligent work which included uncounted hours of meetings, group conversations and consultations criss-crossing the islands and revision of multiple drafts based upon the feedback, the Conference Council now places this Plan in your hands with a recommendation for approval.

This Plan is a clear and urgent invitation to every setting of our Conference--individuals, churches, Associations, Conference Council, Missional Teams, and staff, to make our way forward together in faith on our continuing journey as the Hawai'i Conference of the United Church of Christ.

The proposed Plan very much reflects the guidance given by the 195th 'Aha Pae'āina to be simple, memorable, and reflective of our island culture. Like a wayfinding journey, the Plan begins with a vision of our desired destination: to become **“One ‘ohana, a unified, radiant and transforming body of Christ.”**

Each part of the plan is rooted in Scripture and can be delightfully recalled with a guiding image. The plan's defining essence—what this 'Aha is being asked to approve—is short and sweet: a **Vision Statement, Mission Statement, and seven “Strategic Initiatives”** that will get us there.

The work of preparing the plan involved a lot of looking at history as well as the present situation. Summaries of that background material are included along with the Plan. They are well worth reading.

The team, and your very able consultant, Cynthia Scherr, gathered so much material and so many suggestions from so many Conference members, that we convened temporary working groups to help brainstorm some possible action items to move each initiative forward in this transition year. These are included in the appendix to prime the pump and encourage everyone to “pick up a paddle” where they feel called.

The beauty of this plan is it can be added to, revised, and continually refreshed. As you can see from the included Planning Calendar, if approved, the Plan will be assessed regularly throughout the next year, even as it begins to guide important decisions in all Conference settings.

While seven strategic initiatives can seem overwhelming for any one person, church, Association, or Conference to tackle with limited staff and volunteers, this plan reminds us that we are a diverse body of Christ with many members called to different functions. A healthy body

of Christ needs all of its parts. It also needs all of its parts working together in the Spirit and Mind of Christ, the Head of the Church.

A recognition that we need to improve our working together-ness in this Conference is reflected in strategic initiative #6: “**Live Aloha**”. No matter how else this plan may call to you in your particular Conference setting to help carry it out, we can all daily ask ourselves, “How am I acting for greater unity among my fellow Christians? How can my thoughts, words, and choices help bind up wounds rather than perpetuate them?”

I was pleased to join the planning process midstream when I became your Intentional Interim Conference Minister last January. Even before the Plan took shape as new language for a proposed **Vision, Mission, and seven vital strategic initiatives**, it was clear that the process itself was extremely valuable in bringing us together to pray and ask important questions about how to find our way forward in today’s very turbulent waters.

Many offerings of hearts, minds, and strength have been distilled into this Strategic Plan. Like all human things, it is not perfect, but it is a costly and precious offering; beautiful and useful.

Thank you, Strategy Team and all who have participated in any way so far for your gifts. The body of the Hawai’i Conference has already become healthier because of your investment. Now this Plan can begin guiding and informing our actions as we find our way forward together in faith.

Let the churches say, “Amen!”

A handwritten signature in cursive script, appearing to read "Gail Chaves".

Intentional Interim Conference Minister
Hawai’i Conference of the United Church of Christ



May 25, 2018

Dear Members of the Hawai'i Conference of the United Church of Christ:

Working with the Hawai'i Conference of the United Church of Christ to shape your 2018-2028 Strategic Plan has been an honor and a pleasure. I am moved by the desire for unity in what is likely the most diverse conference in the denomination.

Developing this strategic plan was a broadly participative effort. Many dedicated participants contributed their prayers, support, study, debate, questioning, music, humor and careful thought. The Strategy Team tasked with shepherding this effort didn't always agree, but we came to consensus before proposing this plan to the full Conference.

Relative to previous plans, this one took shape quickly. We prepared for strategic planning during the 195th 'Aha Pae'āina and then paused until the Intentional Interim Conference Minister was appointed before beginning the process in September 2017. The Conference is in a time of transition. Accordingly, the plan was designed to be adaptable so the strengths of current and future leaders can be used in its implementation.

Strategic plans, when implemented well, go through many iterations. People generate ideas, take risks, try new things, learn, adjust and move forward. They track their progress and make course corrections as needed, asking, "Does this move us closer to our vision?" Long-term thinking becomes part of the ongoing conversation.

The Strategy Team pictured local churches, associations and the many teams and committees of the Conference aligning their efforts with the Strategic Plan. A real commitment to bring it to life will serve your vision of *one 'ohana*, which echoes the UCC motto "*That they may all be one*" so beautifully.

Thank you to the eccentric and devoted Strategy Team, the creative and energetic ad hoc Action Plan teams, the candid and respectful groups of "under 40s," the attentive and inquisitive participants in the Huaka'i Saili Matagi: Finding Our Way Forward (Hawai'i Island, Maui, 'Oahu, Moloka'i, Kaua'i), the emphatic clergy, the challenging and practical Mokupunis, the wise Council and experienced Interim Conference Minister. You exemplify listening, learning and love.

Yours in the Spirit,

A handwritten signature in blue ink, appearing to read "Cynthia Scherr", with a long, sweeping underline.

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HCUCC Strategic Plan 2018-2028 Conference Strategy Team

The Strategy Team was appointed by the Conference Council in August, 2017. The team worked faithfully and diligently to develop a strategic plan that builds upon the past history of the Conference and prepares it for a bold and bright future. In addition to serving on the Strategy Team, members also convened meetings of congregations throughout the islands for their input during a March 2018 listening voyage, called the Huaka'i Saili Matagi: Finding Our Way Forward and led Action Teams from across the islands to collect ideas about how the plan could be implemented. For their time, prayerful consideration, careful thought and dedication, the Conference extends their deepest thanks.

Jack Belsom, Conference Council. Interim Pastor, Makawao Union Church, Maui.

Gabrielle Chavez, Intentional Interim Conference Minister, Hawai'i Conference of the United Church of Christ, 'Oahu.

Robinson Frederick, Lay leader, Pohnpeian Ministry at Central Union Church, 'Oahu.

Mary Herbig, Conference Council. Associate Pastor, United Church of Christ - Judd Street Church, 'Oahu.

Roberta Jahrling, Co-Chair, Hawai'i Conference Foundation. Member of Kaumakapili Church, 'Oahu.

W. Keoki Kiwaha, Conference Council. Member of Puka'ana Church, Hawai'i Island.

Jeannie Thompson, Pastor, Kapa'a UCC, Kaua'i.

Iese Tuuao, Chair, Conference Council. Pastor, Samoan Church of Hawai'i, LMS Nānākuli, 'Oahu.

Lori Yamashiro, Office Manager, HCUCC Conference Office. Member of Nu'uuanu Congregational Church, 'Oahu.

Summary of HCUCC Strategic Plan 2018-28

Mission

Sent forth by the Spirit, we walk humbly in Christ's footsteps pursuing peace, justice and the renewal of all creation.

Vision

We are one *'ohana*: a unified, radiant and transforming expression of the body of Christ.

Strategic Initiatives 2018-2021

1. **Training and spiritual formation.** Provide paths for leadership development, theological education and spiritual growth that include all cultures and generations.
2. **Mission-based financial stewardship.** Prioritize our Conference funds and other resources to support our collective vision.
3. **Expansive concept of Church.** Actively support new or different ways of "being church."
4. **Gifts and wisdom of the next generation.** Ensure that people under 40 are welcomed, inspired and free to give full expression of their faith (even if it looks different).
5. **Prophets in our time.** As Christians, boldly and publicly address social and environmental justice and peace issues.
6. **Live aloha.** Strengthen our relationships as members of local churches, Associations and the Conference.
7. **Organizational support of vision.** Examine and then align the governance and committee structure within the Conference to be more inclusive, participatory and effective.
8. *Discretionary initiative reserved for settled Conference Minister.*

Mission

Sent forth by the Spirit, we walk humbly in Christ's footsteps pursuing peace, justice and the renewal of all creation.

John 20:21-22¹

Jesus said to them again, "Peace be with you. As the Father has sent me, even so I send you." And when he had said this, he breathed on them, and said to them, "Receive the Holy Spirit."

1 John 4:19

We love because he first loved us.

Micah 6:8

What does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God?

Guiding Image: *Hoe a mau*



A canoe glides forward when everyone paddles together in the same direction. It takes many skills, practice and persistence to transform a tree into a vessel that connects us with the sea, the land and each other. Selecting the right tree, masterful carving of the wood, coordinated paddling, skilled navigating—everyone does their part with unity of purpose. Sometimes we exercise muscles that haven't previously been engaged. Sometimes paddlers have different ideas about destination that must be reconciled. Everyone must be committed to synchronous action to manifest God's purpose. With a clear mission, we gain tremendous momentum and cover great distances.

Context

What has God sent us into the world to do? During the Assessment process and in every meeting that led to the completion of the Strategic Plan, people have called for a clear mission statement. Distilling the mission of a theologically, geographically and ethnically diverse Conference into a meaningful, memorable, simple phrase has been an immense challenge. Sometimes writing the simplest phrases demands the hardest work.

The mission statement went through countless iterations. At least three drastically different versions were presented to the Council for review. The Strategy Team started by defining the mission of the Conference narrowly and in terms of the practical functions that the Conference performs. While that version was clear and concise, we received clear feedback that it lacked inspirational language that would motivate us to

¹Unless otherwise indicated, all citations are from the New Revised Standard Version of the Bible.

go out into the world with a sense of purpose. Many hoped to include the concept of *aloha* in the mission as an expression of our distinct Hawaiianness, but some members of the HCUCC felt excluded by that term or preferred a comparable term in their own language. We also heard feedback from some churches that there were different understandings of “justice” and that more thought was required before that term would be acceptable in the mission statement. In some of the conversations during the Huaka’i, the majority of time was spent discussing the mission statement alone. After the Huaka’i, the strategy team devoted several more meetings and consulted with additional people with varying perspectives to arrive at the version above. It is with much care, consideration, consultation and prayer that this mission statement came into being.

As we realized during the drafting of the mission statement, we have not always been clear about what we mean by “The Conference.” Is it the organization as an entity or is it every one of us who are involved with the UCC in Hawai’i? In this plan, we use the broadest, most inclusive definition of “Conference” so that all may find meaning in its mission.

The statement encompasses many aspects of Biblical teachings: from the prophet Micah to the Great Commission to the National UCC’s motto “That they may all be one” (John 17:21). Whether a visitor, member of a church, clergy person, staff member, association or Conference, we believe that this statement captures what God has sent us into the world to do.

Vision

We are one ‘ohana: a unified, radiant and transforming expression of the body of Christ.

1 Corinthians 12:12-13

For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. For in the one Spirit we were all baptized into one body—Jews or Greeks, slaves or free—and we were all made to drink of one Spirit.

Romans 12:2

Do not be conformed to this world, but be transformed by the renewing of your minds, so that you may discern what is the will of God—what is good and acceptable and perfect.

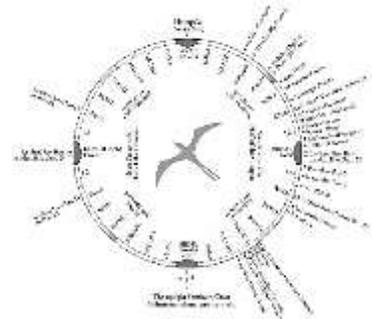
Guiding Image: The Hōkūle‘a Voyage²



This plan will be presented to the 196th ‘Aha Pae’āina on the one-year anniversary of the return of the Hōkūle‘a from its voyage around the globe. The Hōkūle‘a project began with a powerful vision for reclaiming ancestral wisdom and skill, bringing those gifts to bear on cutting-edge efforts for preservation, conservation,

global connectedness and discovering the wonders of the earth.

For the Hōkūle‘a, a star compass, an image of the locations where stars come out of the ocean and go back in, imprinted in the navigator’s consciousness, provided way-finding. Navigators had trust in the signs of the stars, ocean swells, birds and sea creatures to bring them home. Progress toward the Hōkūle‘a’s vision, from fundraising to education to sailing between destinations, required constant observation and frequent course corrections.



Like the work of the HCUCC, the Hōkūle‘a’s work is both groundbreaking and ancient. The HCUCC seeks to keep Christianity alive and transformative in Hawai‘i. Learning our way forward will require a leap into the unknown, noticing signs, meeting new people, weathering sunshine and storms and adjusting our course. And the only way to move toward the vision is to begin.

² Image used with permission from the Polynesian Voyaging Society and 'Ōiwi TV
Photographer: Nā‘ālehu Anthony

“...the power of the canoe and voyaging and the magic of the Worldwide Voyage is that you end up in places and with people and you make connections that you could never imagine until you go, until you go.” Nainoa Thompson

Context

What is God’s vision for us as the Hawai’i Conference of the UCC? From delegates at the 195th ‘Aha to groups of people under 40, members of the Conference long to feel connected as one family in Christ. People hold a vision for being accepted for who they are, regardless of history, theology, geography, resources, age or ethnicity. As one person said, *church is like a family reunion—we take you in however you are.* The UCC national setting proclaims *Extravagant Welcome* as a core value. HCUCC’s understanding of one *‘ohana* means that everyone is welcome at Christ’s table.

Conference members hold a vision for a growing and vital church community; connection and cross-fertilization between the churches in our Conference; all ages involved in leadership, spiritual formation and worship; impactful mission work; willingness to name and resolve our differences; thriving Pacific Island and Asian values and language; accessible training and professional education for clergy and laity; a model for equipping established and new congregations; openness to new ways to worship and be church; broad support that leads to rich resources; mission-based budgeting; and a Conference in which all honor and take responsibility for our many covenantal relationships.

Strategic Initiatives 2018-2023

James 2:22-24

You see that faith was active along with his works, and faith was completed by works, and the scripture was fulfilled which says, “Abraham believed God, and it was reckoned to him as righteousness”; and he was called the friend of God. You see that a man is justified by works and not by faith alone.

Strategic initiatives focus the work of the Conference. The initiatives presented here respond to a set of questions the Conference hoped this plan would address (see Appendix A) and an assessment of current reality (see Appendix C) that helped identify weaknesses and the most promising opportunities for the future. This work is a result of prayerfully listening for God’s intentions, researching, vigorous debating, and scanning the horizon for multiple perspectives.

The Strategy Team engaged in conversation with leaders within the Conference from congregations, clergy, associations, and the Conference Council, that resulted in prioritizing seven strategic initiatives for the next five years. By staying true to our mission of *...walking humbly in Christ’s footsteps, pursuing peace, justice and the renewal of all creation*, taking action toward each of these initiatives will move the Conference toward its vision of... *one ‘ohana: a unified, radiant and transforming expression of the body of Christ.*

For each strategic initiative, there are one or more foundational passages from the Bible. There is also a distinctly Hawaiian guiding image, a metaphor to help expand our thinking and help us visualize the future. Telling stories that convey universal truths is an important part of every ancient culture. Strategic Initiatives draw from ancient wisdom, including stories from the Hawaiian mythic tradition and those from our Christian heritage. While we may not worship the Hawaiian deities, we understand their stories as part of the *mo‘olelo*³ of our ancestors. Each initiative also has a paragraph to provide context for why it was considered high priority work at this time. Because the Conference is in a leadership transition, one initiative has been left open so that the settled Conference Minister may bring his or her gifts to bear on the Conference. Initiatives include:

1. **Training and spiritual formation.**
2. **Mission-based financial stewardship.**
3. **Expansive concept of Church.**
4. **Gifts and wisdom of the next generation.**
5. **Prophets in our time.**
6. **Live aloha.**
7. **Organizational support of vision.**
8. ***Discretionary initiative reserved for settled Conference Minister.***

³ Literature and legend that tells how ancestors lived, worked, played, fought and loved.

Strategic Initiative #1: Training and spiritual formation. Provide paths for leadership development, theological education and spiritual growth that include all cultures and generations.

Ephesians 4:11–16

The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ. We must no longer be children, tossed to and fro and blown about by every wind of doctrine, by people's trickery, by their craftiness in deceitful scheming. But speaking the truth in love, we must grow up in every way into him who is the head, into Christ, from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body's growth in building itself up in love.

Guiding Image: Banyan Tree



The banyan tree (though an invasive species), is now part of the Hawaiian landscape. From a small seedling, the trees grow to have massive trunks. Aerial roots firmly establish themselves in the earth. Then a new trunk grows from those roots while it is still connected to the original. The tree does require care. Some branches need to

be supported to keep them healthy and to allow access. The tree provides shelter for birds, small creatures and people. Under their canopy, banyan trees offer shade, beauty and the opportunity for community.

Context

This initiative addresses both spiritual and administrative dimensions of leadership formation. Healthy organizations develop people from within, building on their strengths and providing training in skills they will need for the future. All ages and ethnicities within the Conference hunger for spiritual formation and deeper theological conversations. Leaders, lay and clergy, also need development. This is particularly true for the Hawaiian churches. Paths toward this unique calling can be laid down through work on this initiative.

Initial Responsibility

Formation Missional Team

Strategic Initiative #2: Mission-based financial stewardship. Prioritize our Conference funds and other resources to support our collective vision.

Genesis 1:26

Then God said, "Let us make humankind in our image, according to our likeness; and let them have dominion over the fish of the sea, and over the birds of the air, and over the cattle, and over all the wild animals of the earth, and over every creeping thing that creeps upon the earth."

Ephesians 4:6

There is one God and Creator of all, who is over all, who works through all, and is within all.

Mark 2:22

And no one pours new wine into old wineskins. Otherwise, the wine will burst the skins, and both the wine and the wineskins will be ruined. No, they pour new wine into new wineskins.

Guiding Image: Taro Plant



The Creation Story for Hawaiians is linked to the *mo'olelo* or story of the *kalo*. While very different from the Creation Story in Genesis, it teaches a common truth that human beings are stewards of all the resources of creation.

The story begins with Papa, Earth Mother, and Wākea, Skyfather, who create the islands and give birth to a daughter *Ho'ohōkūkālani*. Wākea and *Ho'ohōkūkālani* have a son who is stillborn; he is named *Hāloanakalaukapalili* (*Hāloa* means "long breath" or "eternal Life") and is buried in the eastern corner of the yard, the side receiving the first rays of the sun. The watery tears his mother shed over his grave are soaked up by Earth Mother and out of that very spot springs a fragile but strong and healthy plant - the *kalo*. From this first *kalo* plant descended all other *kalo* plants. When the *kalo* is harvested the root section as well as the leaves are eaten but the stalk is replanted to grow more *kalo*.

A second son is born to Wākea and *Ho'ohōkūkālani* and he is also named *Hāloa* in honor of his elder brother and he becomes the ancestor of the Hawaiian people. It is this younger son who is destined to take care of his elder brother forever. The elder *Hāloa*, the root of life, in turn always nourishes and sustains his younger brother and his descendants for life. The Hawaiian word for family, *'ohana*, is derived from *kalo*, since as family we must work together to be good stewards of all that God provides.

Like the story of *Hāloa*, as Christians we are nourished by our Heavenly Father whose words of inspiration feed, sustain and nourish us always.

Context

As stewards of the resources of the HCUCC, members of the Conference want to make sure that all resources—financial and human—are used in service to the mission of the UCC. The purpose of this initiative is to align resources with a higher purpose; enhance the collaboration and communication between the Foundation and the Conference; and ensure transparency and understanding of all financial information.

Initial Responsibility

Stewardship Missional Team

Strategic Initiative #3: Expansive concept of Church. Actively support new or different ways of “being church.”

Luke 10:1, 3a, 5-9

After this the Lord appointed seventy^[a] others and sent them on ahead of him in pairs to every town and place where he himself intended to go.... Go on your way.... Whatever house you enter, first say, “Peace to this house!” And if anyone is there who shares in peace, your peace will rest on that person; but if not, it will return to you. Remain in the same house, eating and drinking whatever they provide, for the laborer deserves to be paid. Do not move about from house to house. Whenever you enter a town and its people welcome you, eat what is set before you; cure the sick who are there, and say to them, “The kingdom of God has come near to you.”

Guiding Image: Grafted Mango Tree



Many varieties of mango, with their lush foliage and sumptuous fruit, can be grafted onto an existing and well-established trunk of a tree that already has an extensive root system. The reality of such a tree is that each mango has a common and powerful history, heritage and energy emanating from that trunk and roots, yet each

branch/mango has its own unique flavor, season and expression of vitality. Because mango trees, if left untended, can get so tall that the fruit becomes unavailable, such a tree will require constant pruning and adaptation in order to assure its continued relevance. Removing dead wood to allow for new growth gives the tree access to more light.

Context

If the Conference is to take the gospel to heart, we will need to meet people where they are, both within and beyond the church buildings. People who are currently unserved or underserved by “church” need to see how it is relevant to their lives today. The demographics for our denomination point to an accelerating decline in church membership that has not been adequately addressed. Significant energy and commitment will be required to reverse this trend. Initiative #3 encourages new ministries—both within our existing churches and in completely new forms. The HCUCC is open to many expressions of church and intends to explore what church can look like in the future.

Initial Responsibility

Formation Missional Team

Strategic Initiative #4: Gifts and wisdom of the next generation. Ensure that people under 40 are welcomed, inspired and free to give full expression of their faith (even if it looks different).

1 Timothy 4:12

Let no one despise your youth, but set the believers an example in speech and conduct, in love, in faith, in purity.

Numbers 13:25-28, 30-33, 14:6-10

At the end of forty days they returned from spying out the land. And they came to Moses and Aaron and to all the congregation of the Israelites in the wilderness of Paran, at Kadesh; they brought back word to them and to all the congregation, and showed them the fruit of the land. And they told him, "We came to the land to which you sent us; it flows with milk and honey, and this is its fruit. Yet the people who live in the land are strong, and the towns are fortified and very large..."

But Caleb quieted the people before Moses, and said, "Let us go up at once and occupy it, for we are well able to overcome it." Then the men who had gone up with him said, "We are not able to go up against this people, for they are stronger than we." So they brought to the Israelites an unfavorable report of the land that they had spied out, saying, "The land that we have gone through as spies is a land that devours its inhabitants; and all the people that we saw in it are of great size. There we saw the Nephilim; and to ourselves we seemed like grasshoppers, and so we seemed to them."

And Joshua and Caleb, who were among those who had spied out the land, tore their clothes and said to all the congregation of the Israelites, "The land that we went through as spies is an exceedingly good land. If the LORD is pleased with us, he will bring us into this land and give it to us, a land that flows with milk and honey. Only, do not rebel against the LORD; and do not fear the people of the land, for they are no more than bread for us; their protection is removed from them, and the LORD is with us; do not fear them." But the whole congregation threatened to stone them.

Guiding Image: Flowing Lava



The Hawaiian goddess *Pele* appears in an ancient chant as "she who shapes the sacred land," reigning over fire, wind, lightning and volcanoes. Her force and influence are still respected in contemporary society. Like the refiner's fire (Malachi 3:2), her lava flows purify and then generate new life.

Lava flows across land and into the water, burning what is above the surface and building onto the existing foundation. New growth springs out of lava in the form of the *'ōhi'a lehua* tree, ablaze with red, orange and yellow blooms. New land builds up from the sea, waiting to break through the surface as something wholly new.

Context

Like churches nationwide, the HCUCC faces challenges attracting and nurturing the next generation. The landscape of what it means to be “church” continues to evolve as a new generation emerges to lead. Conversations with UCC youth and young adults throughout the islands revealed their strong desire to be accepted for who they are, to share their gifts with the church, to pursue social justice work and to assume leadership roles and responsibility (see Appendix D). Like Joshua and Caleb, they want to express their vision of the Promised Land (the future) and invite us to join them in the journey to get there. This initiative commits the Conference to understanding, empowering and resourcing the next generation in the work of building a diverse Christian community.

Initial Responsibility

Formation Missional Team

Strategic Initiative #5: Prophets in our time. As Christians, boldly and publicly address social and environmental justice and peace issues.

Micah 6:8

And, what does the Lord require of you, but to do justice, love kindness, and walk humbly with your God?

A he aha ka mea a ke Akua i kauoha mai ai iā 'oe, ke 'ole e hana i ka pono, a e aloha i ka lokomaika'i, a e ho'oha'aha'a i ka hele 'ana me ke Akua?

Matthew 22:36-40

“Teacher, which commandment in the law is the greatest?” He said to him, “You shall love the Lord your God with all your heart, and with all your soul and with all your mind.’ This is the greatest and first commandment. And a second is like it: ‘You shall love your neighbor as yourself.’ On these two commandments hang all the law and the prophets.”

E ke Kumu, he aha ke kauoha nui i loko o ke kāmāwai? 'Ī akula 'o Iesū iā ia, E aloha aku 'oe iā Iēhova i kou Akua me kou na'au a pau, a me kou 'uhane a pau, a me kou mana'o a pau. 'O ka mua kēia a me ke kauoha nui. Ua like ho'i ka lua me ia, E aloha aku 'oe i kou hoalauna me 'oe iā 'oe iho. Ma luna o kēia mau kauoha 'elua, ke kau nei ke kāmāwai a pau a me nā kaula.

Guiding Image: Taro Patch *Lo'i Kalo*



Kalo is more than just food. In Hawaiian tradition, *Hāloa* was the first-born son of *Wākea* and *Ho'ohōkūkalanī*, the divine parents of *kānaka maoli* (or, aboriginal Hawaiians). Stillborn, he was buried in the earth and became *kalo*. A second son was born and was also named *Hāloa*. For generations, our *hānau mua* (“older sibling”) has taken care of his younger siblings by feeding and sustaining us. In turn, it is our *kūleana* (“responsibility”) to *mālama honua*—to care for the earth—and, therefore, reverently care for our older brother. Our failure and unwillingness to fulfill our *kūleana*, results in our brother and all of creation’s inability to sustain us.

Kalo is also tied to many relevant issues of justice here at home. This includes the debate about the genetic modification of *kalo*; ongoing legal battles related to the access of local *mahi'ai* (“farmers”) to traditional waterways which have long been diverted for the benefit of the large plantation and business families in Hawai'i; and, of course, to the ongoing debate and struggle over Hawai'i's sovereignty.

In the image of the *lo'i kalo*, we find a variety of themes relevant to us—*ohana* (loving relationship, family) and *hanauna* (generations, continuity). We are able to recognize the oneness of all creation through the relationship between *kānaka* (“person”) and *'āina* (“land”). Our *kūleana* to *mālama honua* is also made visible in this image. And, a

growing, thriving *loʻi* can also translate to a thriving *lāhui* (“nation”) or *kaiāulu* (“community”).

As a people of *Aloha* who recognize God’s breath in all creation, we pursue peace, justice, and renewal for all that share the *hā* (“breath of life”) —the divine imprint that connects us to our Creator, who is *Kumuola* (“Source of Life”). With the *loʻi kalo* as both our vision and guiding image, we seek a community and society in which we— regardless of race, nationality, color, age, gender, sexual orientation, religion and affiliations, citizenship, etc. —and all of creation may live, grow, and thrive—together.

Context

Following the prophetic voice of Micah and bearing witness to Christ’s example are central to living our faith. This strategic initiative affirms our mission to visibly, publicly walk in Christ’s footsteps as we work for justice and peace. As a Conference, our collective impact has the potential to effect positive change in the name of Christianity.

We acknowledge that the Bible has a holistic understanding of the concept of justice. It is both the justice, or righteousness, of God and the justice, or righteousness, that God expects of people. The Torah, the first five books of the Hebrew Bible, emphasizes the laws of a righteous God. Jesus spoke as a prophet when he proclaimed God’s justice just as the Hebrew prophets did. Christians recognize that Jesus fulfilled and reinterpreted the law as he called for the creation of the kin(g)dom of heaven on earth.

Initial Responsibility

Justice and Witness Missional Team

Strategic Initiative #6: Live *aloha*. Strengthen our relationships as members of local churches, Associations and the Conference.

Ephesians 4:32

“...be kind to one another, tender hearted, forgiving one another as God in Christ has forgiven you.”

Queen Lili‘uokalani

All things in this world are two: in heaven there is but One.

Guiding Image: *Ahupua‘a*



Ahupua‘a is the Hawaiian term for a large subdivision of land that extends in a pyramid shape from the top of a mountain, often following the boundary of a stream, including all of the area bounded by the ridgelines on each side that delineate the sides of the watershed, and extending out into the ocean (including the

fisheries). An *ahupua‘a* encompasses all of human activity—physical, mental and spiritual—as well as all forms of life—animate and inanimate. Everything is in right relationship, balanced and interconnected. The *ahupua‘a* contains all the resources Hawaiians require for their existence.

Context

Sharing breath, experiencing the true spirit of *aloha*, inspired this initiative. There is a longing for connection and healthy relationship throughout the Conference. People want to get to know others to learn, to nurture trust and promote healing and mutual understanding. Binding the Conference together across the water, across ethnicity and language, across our understandings of Christian theology is at the core of this initiative. Living *aloha* will move us toward our vision of one *‘ohana*.

Initial Responsibility

Formation Missional Team

Strategic Initiative #7: Organizational support of vision. Examine and then align the governance and committee structure within the Conference to be more inclusive, participatory and effective.

Ephesians 4:11-13

The gifts [Christ] gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.

Guiding Image: Fishing Net



Everything in creation crosses paths and is connected, as is shown by the many intersecting points which make a net and give it strength and flexibility. The eyes (holes) in each net are important because their size determines what will be contained in the net, and what will pass through, in the dynamic present and in the future.

The net, the structure, is a tool. It is directed, thrown, as one unit and serves the purpose of nourishment to sustain human life. Our church structures, too, do well to be aware of many individual fibers made stronger by joining together; aware of intersections with all of creation; and aware of what changing tides or fishing pools demand of our flexibility and our mutual purpose.

Context

The current organizational structure of the Conference is an artifact of a strategic planning effort that took place over 15 years ago. The structure is not well-designed to encourage initiative, flexibility or action on many fronts. With a new strategic plan in place, it is time to evaluate the governance and committee structures of the Conference to better serve God’s mission. While anticipating a new settled Conference Minister, we will use the interim to experiment with working groups to assist the current missional teams in getting traction on this year’s priority action items. We will assess what works well and track our progress as we prepare to make more significant shifts in the Conference’s organizational structure under a new Conference Minister.

Initial Responsibility

Administration Missional Team

Strategic Initiative #8: *Discretionary initiative reserved for settled Conference Minister.*

Conference Progress Measures

Spiritual Assessment

- a. What have we done to inspire and encourage people to follow in the way of Jesus?
- b. Where is transformation happening?
- c. Where are we making a serious attempt to invest resources of time, money and energy in pursuit of our vision? What more needs to be done?

Evidence of Conference Vitality

- a. How many churches have partnered with other churches for worship, fellowship or service activities?
- b. How many new ministries—within and outside of our existing network of churches—have been started?
- c. How many first-time participants and returning congregants are engaging with our HCUCC ministries?
- d. What partnerships have we formed with churches and nonprofits to work for peace and environmental and social justice?
- e. How have the demographics of people involved in church and conference activities changed?
- f. How many of our leadership positions are held by people under 40?
- g. What resources have been committed to reflect our priorities as a Christ-centered presence in the world?

Organizational Milestones

- a. Call a settled Conference Minister.
- b. Evaluate and align organizational structure to serve the vision for the Conference.
- c. Shift to mission-based budgeting with a compelling narrative and clear expectations for impact.

Council Planning Calendar 2018-2021

August 2018	Action and Missional Teams set goals for 2018-19
February 2019	Mid-year check-in with Progress Measures Align budget FY 2019-20 with strategic priorities
June 2019	Reports from Action Teams Year-end check in on Progress Measures Revise Strategic Plan and Progress Measures, as needed
August 2019	Action Teams set goals for 2019-20
February 2020	Mid-year check-in with Progress Measures Align budget FY 2020-21 with strategic priorities
June 2020	Reports from Action Teams Year-end check in on Progress Measures Revise Strategic Plan and Progress Measures, as needed
August 2020	Action Teams set goals for 2020-21 Update assessment of current reality (SWOT analysis) Begin revision of strategic plan and action plans
February 2021	Mid-year check-in with Progress Measures Align budget FY 2020-21 with strategic priorities
June 2021	Reports from Action Teams Year-end check in on Progress Measures, refine measures of success Revise Action Plan and Progress Measures for 2021-24

Appendix A: Issues for Strategic Planning

Why a strategic plan? Why now? After a contentious ‘Aha Pae‘āina in 2016, the Administration Missional Team commissioned a thorough Assessment of the Conference. The Assessment was completed in March 2017 and resulted in a recommendation that the Conference prepare a strategic plan to chart its future.

Good plans begin with good questions. The initial phase of strategic planning included conversations with groups, individual interviews and numerous documents in order to glean the most important questions for this plan to address. Many questions arose from the Assessment, the 195th ‘Aha Pae‘āina, discussions with the HCUCC Council, retreats with the Strategy Team, and clergy meetings. Below is a summary of the questions that have generated both contemplation and action in the resulting plan.

Vision

- What is God’s way forward for the Conference?
- How will we express our future direction in terms of mission, vision and common goals?
- How can we make our vision more concrete so we can work toward common goals?

One Body

- What will we do to further unite as the body of Christ while embracing our diversity? What can we do to be more inclusive?
- What can we do, with God’s grace, to help heal the divisions within the Conference? How do we model a healthy institution?
- What can we do to promote connection and a sense of family among the associations and the churches in the Conference?

Stronger Together

- How will we increase the quality and quantity of our communication?
- How will we learn from each other?
- What will further define and strengthen our covenantal relationships?

Diversity and Inclusion

- How will we make our ministry more relevant to the next generations? How can we better include, support and invest in our youth and young adults?
- What are we doing to support new immigrant leaders and congregations?
- What are the different models for developing congregations? What are new ways to “be church”?

Spiritual Formation and Leadership

- How can we facilitate deeper theological conversation, spiritual formation and understanding?
- What can we do to prepare for leadership challenges in Hawaiian and other small membership churches?

Social Action

- What are we doing to make the world more peaceful, just and kind?
- Where will our efforts and resources be used most effectively to make change?
- Where will we exert moral leadership as Christians, advocating for “the least of these”?

Financial and Administrative Stewardship

- What is the best and highest use of our assets?
- How will we prioritize our use of resources?
- How long can we live on endowment funds?
- How many associations and councils are necessary?
- What could we do to make our administration and structure more collaborative, communicative and transparent?

Appendix B: Guidance from the 195th ‘Aha Pae‘āina

Delegates from the June 2017 ‘Aha Pae‘āina provided the following guidance for the strategic plan:

- Include many voices and perspectives
- Embrace the spirit of *Aloha*
- Use simple and clear language
- Build on history and think boldly about the future
- Remain adaptable and nimble

Throughout the strategic planning work we have used these guidelines as a touchstone. Hundreds of people participated in the strategic planning process, including Samoan and Micronesian churches. We have used widely-recognized Hawaiian words where appropriate for their layered and subtle meaning. Images from Hawai‘i provide guiding metaphors and help us visualize shifts in thinking and action. With each iteration of the plan we have endeavored to make the language more precise and concise. Strategic initiatives and action plans consider the complex history of the Conference and encourage experimentation and risk-taking as we move into an uncertain future. The plan invites participation at the individual, local church, association and conference level. It is designed with the assumption that it will be reviewed and updated on a regular basis as we listen to God who is still speaking.

Appendix C: Summary Assessment of Current Reality
As of January 23, 2018

Strengths	Weaknesses
<ul style="list-style-type: none"> • Connecting HCUCC with the denomination/National Setting. • Committed, helpful and responsive staff; provide strong support (e.g. search and call, resources, convening meetings and events). • Significant assets that are competently managed by the Foundation. • Creative loan packaging by HCF to fund church restoration. • Heritage of a long faith tradition. • Church businesses help fund debt repayment (e.g. preschools, wedding venues). • Communications help connect geographically dispersed members through the website, Coconut Wireless and The Friend. • Sharing the gospel across ethnicities. • Conference embraces ethnic, language, gender identity (some churches) and theological diversity. • Long history with a strong Hawaiian identity. • Emerging young adult leaders. • Annual 'Aha Pae'āina offers an opportunity for discussion of mission, policy and shared beliefs as well as worship and fellowship. 	<ul style="list-style-type: none"> • Lack of shared mission or vision; lack of connection in covenantal relationship; minimal effort to forge interpersonal or interchurch relationships. • Conference action and spending does not deliver mission-oriented results. • Leveraging the strength in our diversity while ensuring that all feel included and heard. • Inconsistent sharing of resources and church space with immigrant communities or churches. • Legacy of lack of trust between Hawaiian churches and the Conference, particularly over land management and ownership. • Unsustainable financial model; uneven contributions to OCWM, deficit spending, deferred maintenance of Conference property, unproductive assets. • Lack of communication between HCF and HCUCC; lack of understanding of about how HCF resources are generated and dispersed. • Clarity of roles and responsibilities of the local church, associations and the Conference. • Criticism of new church innovations or experiments instead of seeing them as revitalization or innovation. • Leadership fatigue due to lack of succession planning and keeping leadership evergreen (e.g., lay and younger leaders not invited, lack of leadership development, no term limits). • Council lacks initiative, rigor, accountability, and commitment to follow-through (e.g., meetings are stale; tendency to “rubber stamp” action items; budget decisions not thoroughly understood or vetted; no self-evaluation). • Missional teams have no clear expectations or accountability; no participation by young adults.

	<ul style="list-style-type: none"> • Young adult involvement chronically neglected; no vision for the next generation in the church; lack of insight about what would encourage young people to participate (e.g. scheduling meetings during work hours).
Opportunities	Threats
<ul style="list-style-type: none"> • Bold witness to UCC theology through strong faith and commitment to social justice work. • Tell the Christian story from the Hawai'i Conference perspective. • Share expertise on ecological issues with National Setting. • Establish socially conscious businesses, e.g. those that employ the homeless or underemployed. • Extend hospitality and support to emerging churches. • Build on the Western Regional Youth Event. • Increase Conference Minister and Associate Conference Minister presence in associations and local churches. • Engage in difficult conversations about varying perceptions of church history, politics and theology in the context of the love of Christ. • Figure out how best to participate in the Hawaiian revitalization movement consistent with UCC values while acknowledging the complexity of the church's historical involvement. • Leverage technology and media to increase our visibility and effectiveness. • Assist new immigrant churches in retaining membership as they transition from first to second generation. • Minister to and serve military families. • Connect transitory young professionals with UCC communities. • Involve new leaders in planning and implementing Conference work. • Learn from the People's Republic of Korea (PROK) partnership. • Collect examples of innovative ministries and use them to inspire new communities in Hawai'i. 	<ul style="list-style-type: none"> • Pentecostal and non-denominational churches' programming and attraction; either draws people in or scares them away from church. • Church as entertainment. • Hawaiian revitalization movement could alienate younger Hawaiians. • Unacknowledged class system that creates divisiveness. • Cultural shift toward individual spirituality. • Theological divisions between UCC churches. • Sports events dominate family schedules on Sundays. • Lack of spiritual resources within our congregations; discussions about faith. • Generational differences and expectations about faith communities. • Distance between churches and associations. • Music that drives people away (e.g., New Century Hymnal is outdated). • UCC focus on questions rather than answers in a time when people crave certainty. • Cultural shift away from institutions (e.g., young people give to causes, not institutions). • Ongoing deficit spending. • Repatriation of funds to home country churches.

Appendix D: Summary of Focus Groups with Under 40s

During the course of the strategic planning process, we conducted five focus groups with people under 40 years of age to learn about their attitudes toward and vision for the future of the church. Over 70 young people attended in total. On Kaua'i and Moloka'i we did not do focus groups but young people were included in the church meetings. Virtually everyone who attended the focus groups regularly attends a UCC church. Below is a summary of responses to questions discussed during the focus groups.

As suggested in the Action Plan for Initiative #4: Gifts and Wisdom of the Next Generation, a survey of young people who don't attend church, would be helpful in charting the course for the HCUCC in the future. The national setting completed such a study in 2016 that can be found here: <https://tinyurl.com/ycyhgj2w>. Many of the themes of the national study were echoed in the focus groups in Hawai'i.

Why do you attend church?

Young people have many of the same reasons for attending church as do older congregants. They come for spiritual connection, to journey with Christ, to learn about their culture's religious and language traditions, for community, to be with family and extended family, for fellowship and for the experience of unconditional love. Many appreciate Bible study, Sunday school, singing and worship. Relationships, and the feeling of being part of a larger family, are key to their church experience. As seen in the national study, young people reject dogmatic viewpoints or any hint of hypocrisy and have a very strong desire for authentic spiritual connection.

What do you look for in a church?

"Radical welcome," was the first response to this question in the 'Oahu focus group. Other groups expressed similar desires. They would like church to be a place where all ages mingle and mix; people are accepted for who they are, regardless of their choices of body art or clothing; and different voices and languages are heard. If young people feel judged for their personal choices, they will not persist in attending church.

Parents look for overt symbols that young families are welcome, for example, the presence of a changing table in the restroom, patience with noisy children during worship and child care during adult education. Food also plays a major part in extending welcome. Families with young children particularly appreciate it when church provides breakfast before or lunch following worship/church events.

If you were creating a church you wanted to attend, what would it look like?

Feeling the presence of God is very important to the young people in Hawai'i. They would like to feel the spirit moving through the songs, message and community in worship. One woman said, "Church doesn't need to be a production, it needs to be authentic." Teaching and Bible stories relevant to their lives resonate most. Young people don't want to be told what they should think—they are open to multiple perspectives and are curious about the spiritual experience of both their elders and their contemporaries.

A preference for more upbeat, contemporary music arises in almost every discussion. One young man pleaded for “no more ancient, sleepy music” and another would do away with “hymns or old school music.” Some like the familiar songs, ones they know from memory, but many are turned off by music to which they can’t relate. Many young people would do away with the organ altogether.

Young adults have a strong interest in assuming leadership roles and responsibility in the church but are critical about the bureaucracy of church governance structures. “There are more committees than ministries; we need to re-balance.” They find committee work stressful and church politics unproductive. Church work seems stuck, bound to tradition. Much of their resistance to participating in church work is that elders have not provided mentoring, training or a pathway for leadership and they see little receptivity to new ways of organizing. At the same time, young people desire the opportunity to fulfill their purpose through involvement with the church.

Conversations about real, often uncomfortable, topics—from social justice issues to conflict within the church—require attention in a church context. Some examples that were mentioned include native Hawaiian issues, healing within church communities, environmental stewardship, welcoming immigrants, open and affirming designations, and discipleship in a secular world. Young people want to develop their ability to confront difficult issues that are outside of their comfort zone. They want to awaken to the perspectives of all generations, their similarities and differences. Hearing all voices contributes to a sense of unity in diversity.

Finally, young people value mission work in many forms. They are interested in sharing their faith by example, engaging in discussions and performing meaningful service work. “Social justice work is important because it speaks to the mission of the church and the process of new beginnings.” Many acknowledge that social justice isn’t the focus of their particular church but that some people come just for that and don’t attend otherwise. While the social justice priorities of the national setting don’t always resonate with Hawaiian churches, there are many serious local issues that deserve attention.

What is your vision for the future of the church?

The 2017 HCUCC Assessment <https://tinyurl.com/yahpmqla> identified the lack of a compelling vision for the future of the Conference. Young people feel the absence of a clear vision as well. One person asked if they need a specific strategic plan for the younger generations. When asked about their picture for the future, they see “people growing and praying; not just a bunch of buildings.” They would like to nurture a more intimate relationship with God, explored through a variety of spiritual practices.

The feeling of *‘ohana* was mentioned repeatedly. Young people want a sense of acceptance and belonging to something larger than themselves. They have great respect for family, their ancestors, and their traditions. However, they are also concerned that many people have been alienated or damaged by the church and that only radical acceptance will bring those who are disaffected back into the family. The

church should offer many opportunities to experience the love of Christ with no pressure or judgment.

Buildings do not hold the same significance for young people that they did for their elders. Worshipping outside, doing Bible study in individual homes, participating in social action, holding open community events—all provide an invitation for young people to learn about and explore their spiritual life. Outreach is key to this generation. Young people see many ways to live into their Christianity.

In addition to an openness about where “church” takes place, young people would like to see flexibility regarding the type of worship, length of service, days of the week to gather and types of interactions. Some favor a short sermon followed by discussion or a congregational conversation. Families think weekday evenings might attract higher attendance. Many would like young people to lead or at least have a meaningful role in worship. Each person’s gifts can be used well “to be a blessing to Hawaii.”

Part of the vision held by young people involves building relationships across churches, denominations and faiths. There is high awareness that some churches will need to merge to survive and they envision getting to know different congregations so that they see where there might be a natural fit. Inter-denomination gatherings for fun and learning would help build Christian community. Opportunities to engage with other faiths to increase mutual respect and understanding could help unite the diverse world young people are inheriting.

Appendix E: Possible Action Plans and Progress Measures 2018-21

The Strategic Initiatives will guide our work throughout the Conference. Action Plans provide an opportunity for everyone, from local churches to the Conference office, to carry out the strategic plan. Action is the only way to make the plan real.

In order to illustrate how the plan might be implemented, Action Teams developed a menu of action items under each strategic initiative. There is no expectation that everyone will participate in every initiative, nor is this intended as a complete list. Rather, local churches and associations may choose where to focus their efforts based on their interests, needs and resources. Missional Teams have responsibility for providing the impetus for beginning work. The work will also be assisted by *ad hoc* committees that wish to take a leadership role.

Action Plans require tracking and updating on an annual basis. Teams will determine what works and what doesn't as they start implementing the plan. Course corrections are expected.

Each action item has a suggested leader, timeline and preliminary estimate of resources required to carry it through. Initial estimates may change as we learn along the way.

Progress measures follow each action plan. It frequently takes several years of trial and error to identify meaningful progress measures. The milestones, metrics and benchmarks listed provide an initial attempt to track the impact of each strategic initiative.

Many thanks to the generous volunteers who convened and participated in Action Teams, brainstormed possible action items, and provided reports to the Strategy Team. The names of all who contributed are listed at the end of each action plan draft.



Strategic Initiative #1: Training and spiritual formation. Provide paths for leadership development, theological education and spiritual growth that include all cultures and generations.

Action Items

- 1) Replicate the Tri-Isle Association’s **Equipping Tomorrow’s Church Leaders** workshops on all the islands. Reach all, not just pastoral leaders or authorized ministers. Collaborate with the University of Hawai’i, seminaries and other theological schools to provide convenient, affordable programming to train clergy and lay leaders. Inventory the training and resources that are available (including ecumenical and inter-faith) and provide an annotated resource. Post resources on the Conference website. Collaborate with other Conferences for affordable training. For example, Zoom learning might be sponsored and coordinated by the Western Region.

Leadership	Timeline	Resources Needed
Formation Missional Team	Begin Fall 2018	Grant application pending for \$1,000,000 from the Lilly Foundation

- 2) Use Communities of Practice and small groups to support those in ministry as a model for group spiritual development and addressing the cost and joy of discipleship.

Leadership	Timeline	Resources Needed
Formation Missional Team	Work in process; begin Fall 2018	TBD

- 3) Identify the leaders in churches and provide opportunities for education—spiritual, theological and cultural—that support and encourage leaders in their

current involvement. Learn from other cultural ways of raising up and training leaders.

Leadership	Timeline	Resources Needed
TBD	Begin Fall 2018	TBD

- 4) Resource youth and younger leaders in local churches in more remote locations beginning on Hawai'i Island.

Leadership	Timeline	Resources Needed
Volunteers or staff	January 2019; sooner if volunteers can be identified	Pending staffing decisions and funding FY 2019-2020

Progress Measures

Milestones	Grant funding for ETCL. Pilot leadership training. 5 Communities of Practice functioning by October 2018. Develop Leaders Event 2019. Grant funding for Youth Justice Camps. Obtain funding for youth and young adult leaders.
Metrics	ETCL attendance. Number of people participating in Communities of Practice. Number of youth attending youth justice camps.
Benchmarks	Year over year increase in number of youth attending justice camps.

Team Members

Jack Belsom (chair), Gabrielle Chavez, Tino Cordova, Wayne Higa, and Melveen Kaupiko

Initial Responsibility

Formation Missional Team



Strategic Initiative #2: Mission-based financial stewardship. Prioritize our Conference funds and other resources to support our collective vision.

Action Items

- 1) Examine current financial reality and budget.
 - a. Present Conference and Foundation Budget in narrative form at 2019 ‘Aha Pae’āina .
 - b. Evaluate revenue and income stream and consider alternative income sources.

Leadership	Timeline	Resources Needed
Administration Missional Team	FY 2018-19	

- 2) Assess the structure and function of the Foundation as it serves the Conference
 - a. Rethink how the Foundation will do their work in the future.
 - b. Examine the relationship between the Foundation and the Conference.

Leadership	Timeline	Resources Needed
Administration Missional Team	FY 2018-19	

Progress Measures

Milestones	Narrative to accompany annual budget for Conference and Foundation by 2019 ‘Aha. Report on alternative income sources. Report on best practices and recommendations for Conference/Foundation relationship.
Metrics	Percent of budget devoted to mission activities.

Team Members

Roberta Jahrling (chair), Kealahou Alika, Ngu Castro, Gabrielle Chavez, Joshua Hayashi, Sherman Hee, Janice Ogoshi

Initial Responsibility
Stewardship Missional Team



Strategic Initiative #3: Expansive concept of Church. Actively support new or different ways of “being church.”

Action Items

- 1) Develop a “Spirit-Led/Missional” paradigm and methodology for “new ways of being church.”

Leadership	Timeline	Resources Needed
David Turner Robb Kojima	By 2020 ‘Aha Pae‘āina	Funds for at least 2 face to face meetings of 3-5 individuals from within HCUCC

- 2) Convene communities of practice to support “new ways of being church” so that individuals or individual churches do not feel as if they are doing this all on their own. Establish collaborative relationships to ensure that:
 - a. Prayerful support is established,
 - b. The Scriptures are looked at “as if they are being read for the first time” allowing for newness and inspiration to emerge,
 - c. New ideas are shared and championed,
 - d. Joint opportunities for partnership are established and lessons learned are shared,
 - e. The ever-changing and emerging landscape of communication and social media is utilized so as to minimize the distance between islands and allow for real-time conversation, support, mutual study and sharing.

Leadership	Timeline	Resources Needed
TBD	TBD	TBD

- 3) Give visibility to different ways to do church; share stories about experience and impact. For example, develop a portion of HCUCC website in which local churches can share; identify materials about “Different ways of Being Church”

such as books (e.g. Weird Church) or programs (e.g. 24 to Double); share success stories, struggles and lessons learned.

Leadership	Timeline	Resources Needed
David Turner and Conference Staff	By 'Aha Pae'āina 2019	Budget for website and other social media expertise

Expanding our Concept of Church⁴

Expanding our concept of Church moves us...

- **from** a traditional planning model **to** inspiration by the Holy Spirit's urgings
 - **from** "welcoming people in" **to** responding to the call to "go out" (Luke 10)
 - **from** survival of the existing church buildings and organization **to** speaking into changing moments and needs
 - **from** insistence on what has worked in the past **to** supporting innovation and experimental creativity
 - **from** measuring progress by number of participants or dollars raised **to** new measures of success centered on "mission engagement and vitality"
 - **from** a scarcity mentality **to** an understanding of "abundance" in which we believe that, led by the Spirit, there are already enough existing funds, facilities and human capital to be a church which meets people where they are, and witnesses to and tangibly calls us to the Kingdom/Realm of God here and now
-

Progress Measures

Milestones	Establish communities of practice to support those engaged in new ways of doing church. Build a resource base for new ways of doing church; update it annually. Develop meaningful progress measures for new types of ministry.
Metrics	Attendance at new ministries of established churches. Attendance at alternative church gatherings.
Benchmarks	Year over year increase in church plants.

Team Members

David Turner (chair), Bill Haole, Richard Kamanu, Robb Kojima

Initial Responsibility

Formation Missional Team

⁴ Initial work and thoughts about what "expansive church" would mean from the Action Team.



Strategic Initiative #4: Gifts and wisdom of the next generation. Ensure that people under 40 are welcomed, inspired, and free to give full expression of their faith (even if it looks different).

Action Items

- 1) Consult with National UCC and conduct a Conference-wide survey of people under age 40 to investigate why they are or are not involved in a community of faith. Examine what percentage of former youth group participants are still involved in a faith community. Interface with as many former attendees as possible to find out what they are looking for in a faith community and what things they may be avoiding.

Leadership	Timeline	Resources Needed
Formation Missional Team	TBD	TBD

- 2) Subsidize participation of youth and young adults in mission and justice work, contemporary leadership development, and cutting edge mentoring programs designed to meet the needs of today’s churches and communities.

Leadership	Timeline	Resources Needed
Formation Missional Team	TBD	TBD

- 3) Expand messaging and communications to better reach people under age 40 and invest in appropriate media (written, oral, photo, video, etc.). More effectively use social media to engage young people, providing an online gathering space to creatively connect and share.

Leadership	Timeline	Resources Needed
Conference Staff, All Missional teams	TBD	TBD

- 4) Develop a grant program of \$100,000 for young people to try out new and innovative ministries and/or mission work. Set up a small task force to support recipients to ensure that young people are made full partners in ministry and are given responsibility, authority, and accountability.

Leadership	Timeline	Resources Needed
Stewardship Missional Team Hawai'i Conference Foundation	TBD	\$100,000

Progress Measures

Milestones	Complete faith survey. Establish communities of practice to support those engaged in new ways of doing church. Build a resource base for new ways of doing church; update it annually. Obtain funding for the grant program for innovative ministries and mission work.
Metrics	Number of youth and young adults participating in mission and justice work. Number of youth involved in mentoring programs. Number and amount of grants made for innovative ministries and mission work.
Benchmarks	Year over year increase in percentage of budget devoted to youth and young adult participation.

Team Members

Mary Herbig (chair), Julie Buto, Malcolm Carr, Sarah Jones, Miguel Morales, David Rivers, Kristen Young

Initial Responsibility

Formation Missional Team



Strategic Initiative #5: Prophets in our time. As Christians, boldly and publicly address social and environmental justice and peace issues.

Action Items

- 1) To expand the ability of the Justice & Witness Missional Team to communicate information to a wider audience, the Team shall create its own website and administer accounts on the four major social/new media platforms (Facebook, Instagram, Twitter, and YouTube). This will require the time of team members to update and manage the website and accounts; as well as investment in needed tools, equipment, and resources to accomplish this.

Leadership	Timeline	Resources Needed
Justice & Witness Missional Team, Conference Staff	TBD	TBD

- 2) Host a justice camp/retreat for youth and young adults with a focus on environmental justice (i.e., blue theology, *mālama honua*). Participants at this camp/retreat shall participate in a community project related to the environment. This will require financial resources to support various costs (housing, materials, travel, speakers/presenters, food, etc.). Human resources will also be needed to provide time and talent to help organize and facilitate these camps/retreats.

Leadership	Timeline	Resources Needed
Justice & Witness, Formation, and Stewardship Missional Teams, Conference Staff Island Associations where camps are held	By December 2019	TBD

- 3) Send two youth or young adults to the Ecumenical Advocacy Days in Washington, D. C., and subsidize their attendance and participation. EADs are sponsored jointly by various Christian denominations including the UCC, and provide faith-rooted worship, learning, and advocacy.

Leadership	Timeline	Resources Needed
Justice & Witness, Formation, Stewardship Missional Teams Settled Conference Minister and Staff Island Associations and AHEC	TBD	TBD

- 4) Work amongst missional teams to provide workshops and plenary (keynote) speakers with expertise in native Hawaiian issues or topics at the 'Aha Mākua of the 197th 'Aha Pae'āina. A focus should be made on providing a presentation(s) on the American mission in Hawai'i and the relationship of the native Hawaiian people to the Church that is now the Hawai'i Conference of the United Church of Christ.

Leadership	Timeline	Resources Needed
Justice & Witness and Formation Missional Teams State Council of Hawaiian Congregational Churches AHEC	By 2019 'Aha Pae'āina	TBD

- 5) Within six months of the installation of a settled Conference Minister, formally reorganize a Reconciliation Committee that will facilitate conversations, research, and make recommendations to the Hawai'i Conference UCC on what can and needs to be done to address continuing reconciliation with the native Hawaiian community. This will require partnerships with organizations such as Pacific Justice and Reconciliation Center, Pū'ā Foundation, State Council of Hawaiian Congregational Churches, and the Association of Hawaiian Evangelical Churches. In addition, the Conference should provide access to social media and other tools by which this Committee may meet (i.e., Zoom), to reduce costs.

Leadership	Timeline	Resources Needed
Justice & Witness Missional Team Settled Conference Minister & Staff	2020	TBD

- 6) Within six months of the installation of a settled Conference Minister, formally organize a Micronesian Committee that will facilitate conversations, research, and make recommendations to the Hawai'i Conference UCC on matters related to the needs and issues of the Micronesian churches, as well as the Micronesian community in general. This will require partnerships with such organizations as Hawai'i Pacific Islander and Asian American Ministries (HI-PAAM), and associations and local churches with Micronesian communities. In addition, the Conference should provide access to social media and other tools by which this Committee may meet (i.e., Zoom), to reduce costs.

Leadership	Timeline	Resources Needed
Justice & Witness Missional Team Settled Conference Minister & Staff	2020	TBD

- 7) Form a subcommittee that will focus on local, state, and national legislation concerning issues of justice (i.e., immigration, LGBT issues, native Hawaiian issues, wage inequality, environment, education, gun control, etc.), and provide associations and local churches with information on those issues; as well as help them contact their respective representatives and elected/appointed leaders to voice their opinions.

Leadership	Timeline	Resources Needed
Justice & Witness Missional Team Conference Staff	TBD	TBD

- 8) Form a Homelessness Task Force that will reach out to other UCC conferences, and with other Christian denominations in covenant with the United Church of Christ, to explore new and creative ways to address homelessness in Hawai'i.

Leadership	Timeline	Resources Needed
Hawai'i Conference Council Settled Conference Minister & Staff Justice & Witness Missional Team	TBD	TBD

- 9) Create a funding resource or grant program that will assist the Hawai'i Conference UCC with subsidizing the participation of youth and young adults from our local churches in mission and leadership development opportunities related to justice. This may include internships, community/inter-island projects, workshops, conferences, or national gatherings.

Leadership	Timeline	Resources Needed
Stewardship Missional Team Hawai'i Conference Foundation	TBD	TBD

10) Within the next two years, commit to having a Hawai'i Conference UCC and Justice & Witness Missional Team presence at a Pride celebration in Hawai'i to publicly affirm our support of the LGBT community, and our commitment to be an Open and Affirming conference that "...welcomes all, loves all, and seeks justice for all."

Leadership	Timeline	Resources Needed
Justice & Witness Missional Team Conference Staff Open and Affirming congregations in Hawai'i Conference	2020	TBD

11) Utilizing real estate assets, establish a facility/center where youth and young adults within the Hawai'i Conference UCC and throughout the national setting may reside for short or extended periods of time for leadership development, spiritual formation, and mission work that relates to social and environmental justice, and peace issues.

Leadership	Timeline	Resources Needed
Hawai'i Conference Council All Missional Teams Hawai'i Conference Foundation	TBD	TBD

Progress Measures

Milestones	<ul style="list-style-type: none"> Create a Justice & Witness Team website. Hold Justice Camp for youth and young adults. Send two youth or young adults to Ecumenical Advocacy Days in Washington, D.C. Focus on Hawaiian issues at the 197th 'Aha Pae'āina. Organize reconciliation committee. Organize a Micronesian Committee. Form legislative committee to focus on social justice issues. Create homelessness task force. Subsidize youth participation in justice work. Organize a presence at a Pride celebration.
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	Establish a young adult residence.
Metrics	Number of people engaged in social justice and peace work.
Benchmarks	Year over year increase in publicity for social justice action.

Team Members

W. Keoki Kīwaha (chair), Ron Fujiyoshi, Mary Herbig, Charles Kaupiko, Sue Smith

Initial Responsibility

Justice and Witness Missional Team



Strategic Initiative #6: Live Aloha. Strengthen our relationships as members of local churches, Associations and the Conference.

Action Items

- 1) Build relationships through sharing meals, taking time to “talk story,” listening to immigrant and host culture experiences and convening multi-church gatherings.
 - a. Ask all associations, churches, and the Conference in their meetings to allow time to build relationships among participants, guests, and outside leaders.
 - b. Lengthen the ‘Aha Pae’āina to allow time to build relationships among delegates, visitors, youth and young adults, opening up healthy conversations, celebrations, connections, and understanding the business of the Conference in consultation with one another.
 - c. Revitalize the “Aha Mele,” being inclusive of all groups wanting to share in this important event at the ‘Aha Pae’āina.
 - d. Continue the “Taste of the Island” meal at the ‘Aha Pae’āina. Food can build community, too.
 - e. Support camps for children, youth, and adults, including those with the purpose of justice and peacemaking.
 - f. Recruit and equip retired clergy to be official Conference Visitors, going out regularly to our churches to facilitate connections.

Leadership	Timeline	Resources Needed
Conference Council Formation Missional Team Congregations	‘Aha changes for vote at 2018 for 2019 implementation 2019 2020	‘Aha planning team Staff time Creativity, commitment

- 2) Explore the gifts and challenges of following Jesus from different perspectives: Native Hawaiian, Chinese, Japanese, Chuukese, Marshallese, Kosraean,

Pohnpean, Filipino, Samoan, Tuvalu, millennial and others. Give particular attention to mutual learning from our different cultural communities.

- a. Encourage pulpit exchanges among our Association/island churches.
- b. Experience worship from various cultures at Association and Island-wide gatherings.
- c. Explore the impact of culture on Christianity.

Leadership	Timeline	Resources Needed
Associations Seminary faculty	Assess in 2018, 2019 Implement 2019, 2020	Planning time Funding for classes

- 3) Welcome immigrant churches and other new worshipping communities to the Conference by connecting them and provide resources for starting up.
 - a. Encourage partnerships between a new worshipping community and an established UCC church, including sharing space.
 - b. Create educational opportunities for new churches on history, theology, relationships, and practices, comparing and learning from one another.
 - c. Set aside funds to help new communities of faith.

Leadership	Timeline	Resources Needed
Conference staff Formation Missional Team Foundation Board and Staff	2018-2020	Staff time Designated fund

Progress Measures

Milestones	Lengthening the ‘Aha Pae‘āina. Reintroduce the “‘Aha Mele” Inclusion of different cultural perspectives at Conference gatherings.
Metrics	Funding for camps for children, youth, adults. Attendance at camps. Number of visits across churches. Number of cross-cultural pulpit exchanges. Funds available for new communities of faith. Number of new communities of faith.

Team Members

Iese Tuuao (chair), Gabrielle Chavez, Dorothy Lester, Ron Williams

Initial Responsibility

Formation Missional Team



Strategic Initiative #7: Organizational support of vision. Examine and then align the governance and committee structures within the Conference to be more inclusive, participatory and effective.

Action Items

- 1) Examine and align the governance and administrative needs of the Conference and Foundation as they seek to respond with flexibility to changing needs throughout a 10-year strategic plan.
 - a. Identify and assess the formal and informal structures and actual practices of the Conference and Foundation prior to making governance or structural changes.
 - b. Make recommendations for modifying the Conference’s governance and structural organization in alignment with the mission and strategic initiatives in order to improve accountability, encourage the participation of a wider range of leaders, and stimulate significant dialogue.
 - c. Value and support Youth and Young Adults as leaders and future-shapers.

Leadership	Timeline	Resources Needed
Administrative Missional Teams	2018-2020	Staff time

- 2) Improve accountability concerning the financial realities of the Conference and Foundation by establishing transparency and educating Conference governance and structural teams, and ‘Aha Pae’āina delegates.
 - a. Conduct educational events, for example internet-based events such as webinars, at least annually which assist members of the Conference to gain a working knowledge of Conference and Foundation and to stimulate significant dialogue.

- b. Devote time at ‘Aha Pae‘āina to measure the alignment of Conference and Foundation financial resources to Conference mission strategy.
- c. Publish annual financial reports of Conference and Foundation

Leadership	Timeline	Resources Needed
Administrative and Stewardship Missional Teams Conference Staff Foundation Staff	2018, 2019 Assess for future years	Staff time Annual report equivalent to cost of one issue of <i>The Friend</i>

Progress Measures

Milestones	Assessment of organizational structure. Report on recommended changes. Conduct educational events. Develop a mission-based budget. Publish annual financial reports for Conference and Foundation.
Metrics	
Benchmarks	

Team Members

Jayne Ryan Kuroiwa (chair), Kealahou Alika, Gabrielle Chavez, Joshua Hayashi, John Stepulis, Lori Yamashiro

Initial Responsibility

Administration Missional Team

Appendix F: Glossary of Frequently Used Terms

Aloha

In the *Hawaiian Dictionary* written by Mary Kawena Pūku‘i and Samuel H. Elbert, *aloha* is defined as, “...love, affection, compassion, mercy, sympathy, pity, kindness, sentiment, grace, charity...” It is most commonly recognized as the expression of greeting in the Hawaiian Islands and yet has a much more complex and profound meaning. To those for whom Hawai‘i is their *kulāiwi* (or, homeland), *aloha* is a way of life; a spiritual and cultural philosophy; an identity. It embodies everything that Hawaiians believe and all that we hold dear. *Aloha* cannot be explained in words, but can be understood by experience.

Aloha is composed of two words: *alo*, meaning face or front, and *hā*, meaning breath. *Aloha* is recognizing and acknowledging that all people and all of creation share the sacred *hā*, the divine imprint of our Creator who is the source of life. It is this recognition and acknowledgment that informs our interaction with God’s creation – human or otherwise – all of which is sacred and is to be treated and respected as such.

Covenant

A voluntary relationship of mutual giving as opposed to a legally enforceable contract. Biblically speaking, covenants are promises initiated by God, for example, the rainbow covenant with Noah and the covenant with Abraham. In current UCC usage, covenants are promises, agreements and commitments to a mutually accountable relationship.

Kin(g)dom of Heaven

The will of God prophesied in the Bible as the coming state of reconciliation between God, humans, and creation. Proclaimed by Jesus as already among or within us. Known by the healing of opposites (“The lion and the lamb shall sit down together”) and seen when there is God-like (non dual) love of all.

Mission

From the Latin, *mittere*, “to send.” The same root of the word, *missive*, and *missionary*. In strategic planning terminology, the mission statement expresses what we are sent into the world to do.

‘Ohana

‘*Ohana* can be translated as “...family, relative, kin group; related.” ‘*Ohana* represents the idea that *families* – blood-related, adopted, or intentional – are bound together, and

that family members are responsible for one another. In modern context, *‘ohana* can be applied to a literal family (nuclear and extended) and to the metaphorical family, or those who may be bound together by a common mission or purpose.

The root word of *‘ohana* is the word *‘ohā*, which is the young corm that grows from the older or primary root of *kalo*, or taro. The older root is called *makua*, which means “parent.” When the *makua* is harvested, the *‘ohā* is then replanted and will itself become *makua* to more *‘ohā*. The word *‘ohā* is also translated to mean “offspring.” The word *‘ohana*, therefore, is said to be a compound of the words *‘ohā* and *ana*, which is a particle in *‘ōlelo Hawai‘i* to imply action. *‘Ohā ana* would then refer to the process of new offspring growing, generation to generation.

Progress Measures

Ways to track progress toward a goal, consisting of *milestones*, which consist of significant accomplishments; *metrics*, numbers that track quantity, trends or percentage changes; and *benchmarks*, which measure progress compared either with an internal measurement (a baseline assessment) or with those of an external measure (e.g., church attendance within the HCUCC compared with church attendance nationally).

Strategic Initiative

A high-priority effort that will help move the organization toward its vision of a desired future. It is strategic because it is selected from among a range of possibilities and deemed one of the most important to achieve impact.

Vision

From the Latin, *videre*, “to see.” A vision is a picture of the desired future.

Appendix G: Participation in the 2017-18 Planning Process

<u>Date</u>	<u>Group</u>	<u>Location/Host</u>	<u>Agenda</u>	<u>Participants</u>
June 16-17, 2017	'Aha Pae'āina	Kamehameha School, Maui	Beginning a spiritual strategic journey Common understanding for planning Vision for the future Mission of the Conference Relevance to Conference members	150
October 13, 2017	Strategy Team	HCUCC HQ	Strategic Planning process Mission Vision Spirit of <i>Aloha</i> SWOT Analysis	8
October 14, 2017	Council and Trustees	HCUCC HQ	Strategic Planning process Alignment with National Setting Future of the Conference SWOT Analysis Key Questions to Address	29
October 15, 2017	Oahu Under 40s		Future of church What would make church compelling?	20
October 16, 2017	Conference Staff	HCUCC HQ	Strategic Planning process Transformation in 10 years Vision SWOT Analysis Key Questions to Address	13
	Foundation Staff	HCUCC HQ	Key Questions to Address Near term action needed Opportunities for the Foundation	2
	Oahu Clergy	HCUCC HQ	Future vision Purpose/mission Spirit of <i>Aloha</i>	18
February 3, 2018	Council & Trustees	HCUCC HQ	Update	29
March 4, 2018	Kona Under 40s	Puka'ana Church	Future of church Vision	5

March 5, 2018	Clergy	Clergy Retreat	Plan Feedback	32
	Kona Churches	Mokuaikaua	Plan Feedback	15
March 6, 2018	Hilo Under 40s	Church of the Holy Cross	Future of church	9
	Hilo Churches	Church of the Holy Cross	Plan Feedback	16
March 8, 2018	Maui Under 40s	Maui Evangelical	Future of church	27
	Maui Churches	Maui Evangelical	Plan Feedback	21
March 9, 2018	Maui Clergy	Wailuku Union	Plan Feedback	11
	Oahu Under 40	UCC Judd Street	Future of church	9
	Oahu Churches	UCC Judd Street	Plan Feedback	25
March 10, 2018	Samoan Churches	HCUCC HQ	Plan Feedback	24
	Micronesian Churches	Central Union Church	Plan Feedback	7
March 10, 2018	Topside Molokai	Kalaiakamanu Hou	Plan Feedback	9
March 11, 2018	Kalaiakamanu Hou	Kalaiakamanu Hou	Plan Feedback	7
	Waialua	Waialua	Plan Feedback	10
	Ho'olehua	Ho'olehua	Plan Feedback	13
March 12, 2018	Conference Staff	HCUCC HQ	Plan Feedback	13
March 13, 2018	Kaua'i Clergy	Kaua'i Hospice	Plan Feedback	9
	Kaua'i Churches	Koloa Union	Plan Feedback	19
Total Meeting Attendance*				550

*Because some people attended more than one meeting, this total does not represent unique individuals, rather, total people in attendance.

Appendix H: Source Documents and References

Spiritual References

- Prayers and Music from the 195th 'Aha Pae'aina <https://tinyurl.com/y9s25coj>
- The Bible: New Revised Standard Version

HCUCC Background Materials

- Assessment (2017) <https://tinyurl.com/yahpmqla>
- Celebrating Advocacy: Past, Present and Future: State Council of Hawaiian Congregational Churches (2008)
- Called and Sent (HCUCC Strategic Plan 2002) <https://tinyurl.com/y9mt2dh7>
- HCUCC Charter (1963) <https://tinyurl.com/yddruwzu>

UCC National Setting References

- National Setting Strategic Plan Summary (2016) <https://tinyurl.com/ybqde3ww>
- Engaging Spirituality: Faith and the Future (2016) <https://tinyurl.com/ycyhqj2w>
- Manual on Church (2005) <https://tinyurl.com/ya5h3h69>

Hawaiian History

- Akana, Alan. *The Volcano is our Home: Nine Generations of a Hawaiian Family on Kilauea Volcano* (2014).
- Dawes, Gavin. *Shoal of Time: A History of the Hawaiian Islands* (1974).
- Queen Lili'uokalani. *Hawaii's Story* (1897).
- Vowel, Sarah. *Unfamiliar Fishes* (2012).



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