

Diocese of Honolulu

WITNESS TO JESUS Diocesan Road Map for Pastoral, Program, and Facility Needs 2008-2013



“We are on a journey to accomplish a mission. What is our mission? To give WITNESS TO JESUS! We, who encounter the risen Lord Jesus himself in the Eucharist, are sent out by him, in the power of his Spirit, to give flesh and bone to the Eternal Word of God, the God who is love. We are members of his Body—his hands, his feet, his mouth, his heart. We proclaim him when we gather to worship. We praise him when we reach out to the poor and the needy. We express our love for him when yearning to know more about him and his wonderful way in faith formation. We courageously follow him when we take up the crosses that come with living in the truth. What route is God calling us to take at this time to accomplish this mission?”

**+ Larry Silva
Most Reverend Larry Silva
Bishop of Honolulu**

Honolulu, Hawai'i
January 25, 2008
Feast of the Conversion of St. Paul, Apostle

**WITNESS TO JESUS
DIOCESAN ROAD MAP FOR
PASTORAL, PROGRAM, AND FACILITY NEEDS
2008-2013**

BISHOP LARRY SILVA'S MESSAGE

Dear Brothers and Sisters:

The preparation of the road map for our mission began in 2006 as I described how blessed I am to inherit a diocese like no other. With humility I fill the shoes of the leaders who have gone before me in this special place, serving its special people. As I continue to cross our islands, I witness the dedication and commitment by our clergy, religious, lay leaders, and parishioners to prayer, work, and service grounded in our faith in the Lord Jesus. Your lives of service inspire me and it is a privilege to be your shepherd.

Recognizing that our diocese, like all others, faces challenges, we have a responsibility to move forward and prepare a road map that will guide our diocese into the future. The road map presented here is the fruit of listening sessions with people from all the islands of our diocese, carefully drawn by a Strategic Planning Committee that was very ably led by Vicar General Father Marc Alexander and Mr. Tom Papandrew, Director of Planning. A map is extremely important on any journey, but the map is not the journey.

With the publication of *Witness to Jesus: Diocesan Road Map for Pastoral, Program, and Facility Needs*, one chapter of our planning process comes to closure, and the hard work of implementing this pastoral plan becomes our top priority. Some implementation activities are already under way, and in the next several months we will be presenting some very concrete and practical strategies that will help all of us work together as one 'ohana to move toward our goals. The appointment of ad hoc task forces and committees will take place in the first months of 2008. It is expected that the various leadership bodies charged in our road map will be active by late spring 2008 and will begin reporting to me and other diocesan leaders various milestone accomplishments and performance by fall 2008.

It is with great pleasure that I present our pastoral plan to you for your reflection, study, and prayer. Thank you for your prayers and efforts on behalf of the Diocese of Honolulu. I look forward to making the journey with you so that we can give joyful and faithful
WITNESS TO JESUS!



**Most Reverend Larry Silva
Bishop of Honolulu
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**Let us bring the gifts that differ
And, in splendid, varied ways,
Sing a new church into being,
One in faith and love and praise.**

Delores Dufner, OSB, "Sing a New Church"

DIOCESE OF HONOLULU

WITNESS TO JESUS DIOCESAN ROAD MAP FOR PASTORAL, PROGRAM, AND FACILITY NEEDS 2008-2013

BISHOP LARRY SILVA'S STATEMENT REGARDING PLANNING FOR THE DIOCESE OF HONOLULU

With my installation on July 21, 2005, as Bishop of Honolulu, I was blessed to inherit a diocese like no other. The more I learn about this special place and its special people, the more I appreciate those who preceded me in leadership, whose shoes I now humbly fill. As I cross these islands, I witness our youth filling their hearts with the joy of the Gospel. I see many parishes reaching out to feed the hungry. I preside at vibrant liturgies incorporating Pacific and Asian cultures. I am inspired by hundreds of laymen and laywomen ministering in our churches and bringing Christ to our classrooms, our hospitals, and our prisons. I am moved by the dedication of our clergy and the commitment of our religious. It is indeed a privilege to be your shepherd.

I have greeted and spoken with thousands of people from a diversity of cultures, creeds, and walks of life. As I listen and observe, I recognize the challenges of our times. How can we more effectively communicate Christ to our young? How can we help the poor among us who face low wages, hunger, homelessness, and insufficient health care? How do we fight drug addiction and mental illness? How can we fill our people's physical needs as well as the hungers only Christ can satisfy? We have done much. But the demand on our schools, charities, healthcare facilities, hospices, and places of worship often outstrips our capacity to respond. The shortage of local priestly and religious vocations hampers our efforts. Our deacons, laity, and lay leadership seek more training and ministerial opportunities. And collaboration across a multi-island diocese makes things more complicated and costly.

In light of this picture, I believe our diocese needs to initiate a strategic planning process. My vision for the future is that every parish will have a Gospel-inspired, enthusiastic, and skilled pastor. Every parish community will have trained pastoral and administrative support. Everyone, both Catholics and those of other faiths, will continue to have access to a welcoming parish inspired by the Word of God and nourished by its sacramental and liturgical life. Building on the information gathered from our Synod 2000 and the continuing Welcoming Parish process, our planning will help us identify needs for pastoral and lay staffing, facilities, and services, and develop ways to meet those needs.

I have asked Vicar General Father Marc Alexander to lead this planning process. Working with the Presbyteral Council, the diocesan staff, and the Diocesan Pastoral Council, he will assemble a team to coordinate the process and produce the plan that will guide our diocese into the future. I ask our clergy and lay leadership to fully cooperate and participate in this important endeavor.

Thank you for your prayers and efforts on behalf of the Diocese of Honolulu as together we seek, in the words of my episcopal motto, to "Witness to Jesus." (September 8, 2006)

I. THE PLANNING PROCESS

In 2006, the Diocese of Honolulu began a review of the program, facility, and staff needs of each of its 66 parishes in Hawai'i. The study involved the active participation of parish leaders in a reexamination, identification, and prioritization of key short-term and long-term needs of their parishes and the diocese as a whole.

A small team, led by Vicar General Father Marc Alexander and Director of Planning Tom Papandrew, visited each of the 66 parishes and met with their priests and lay leadership. A small Strategic Planning Committee assisted this team with the preparation of background materials, assistance with meetings, and assembly of findings and a draft plan. The first vicariate studied was Kaua'i. It was followed by Leeward O'ahu, West Hawai'i, Windward O'ahu, East Hawai'i, East and West Honolulu, and Maui.

In meetings with the parishes, the team presented parish profiles (fact sheets) that were prepared from information available in the diocesan offices in Honolulu. Parish leaders were asked to comment, correct, and update information in the profiles. Discussion centered on the strengths and challenges for each parish. In addition, input was sought from participants concerning the top parish and diocesan priorities. These parish meetings were followed by vicariate meetings where summaries of findings from all the parishes within each vicariate were presented.

The team also met with focus groups interested in issues relating to ethnic communities, youth and young adults, clustered parishes, inactive Catholics, gays and lesbians, Catholic school administration, parish administration, and the Latin Mass (traditional Missal of 1962). Feedback from the vicariate sessions and the focus groups helped to refine key findings, priorities, and recommendations in preparation for a further review at the diocesan level.

The Strategic Planning Committee took the following into account: parish visits, corrected parish profiles, relevant diocesan and community population information, vicariate meetings, focus group sessions, dialogue with the Diocesan Pastoral Council, Presbyteral Council, and diocesan department heads, meetings with other stakeholders, and guidance from Bishop Silva. The committee prepared a draft plan that summarized key findings, planning principles, and preliminary recommendations, including desired outcomes, specific actions, and performance indicators.

The draft plan was discussed first with Bishop Larry Silva and then the priests of the diocese, Presbyteral Council, Diocesan Pastoral Council, diocesan department heads, and an at-large review committee. The purpose of these discussions was to review the planning process, findings, priorities, and recommendations with the intention of finalizing a limited number of priority actions that best meet the identified needs of the diocese, vicariates, and parishes. The final *Diocesan Road Map* reflects the advice and guidance received.

II. THE PLANNING CONTEXT

As shown in table 1, the Diocese of Honolulu is made up of 9 vicariates serving 66 parishes. The appendix provides additional information about parish location, parish and diocesan schools, and the names and locations of 26 active missions and 2 shrines. The number of vicariates was increased recently from eight to nine when the Leeward O'ahu Vicariate was split into two: Leeward O'ahu and Central O'ahu. A major reason for the split is the huge population growth that has taken place in Leeward O'ahu and is projected for this region.

As shown in table 1, the vicariates and parishes are currently served by some 90 priests. The total number of priests (including retirees, those assigned to diocesan or other ministries, members of religious orders in ministry, priests from other dioceses serving in Hawai'i, and military chaplains) is 146. Also, 61 active or retired deacons assist the diocese and parishes with pastoral duties. Members of 24 men's and women's religious congregations serve the Catholic Church in Hawai'i (the glossary provides a list of these religious orders). Parishes are served by 33 Catholic schools, including 25 preschool/kindergarten/elementary/middle schools, 7 high schools, and 1 university. Also, the diocese makes pastoral services available to numerous hospitals and nursing and care facilities in Hawai'i.

In 2000 the total state population, including military and their dependents, was estimated at about 1,224,700. Military personnel and their families in Hawai'i (estimated in 2006 at more than 97,000) are served in large part by military chaplains posted to military installations.

Approximately 20% of Hawai'i's population identify themselves as Catholics, and nearly 11,500 young people are enrolled in preschools and K-12 Catholic schools; the majority of Catholic youth enroll in public or other private schools. As shown in table 2, the state population is expected to grow to about 1,334,600 by 2010; 1,489,650 by 2020; and 1,630,450 by 2030. This means that, over the next 20-plus years, the Hawai'i state population is expected to increase by about 400,000 persons or 33%. In general, this population growth will be spread throughout the state, with most of it in the more rapidly urbanizing areas of the diocese. This growth will require of the diocese more staff, programs, and facilities: priests, lay leaders, social programs, churches, and schools.

On O'ahu, population growth will be largely in the Leeward Vicariate and the new Central O'ahu Vicariate. On Maui, it will be mainly in the St. Anthony, Christ the King, St. Theresa, and Maria Lanakila parishes. In the East Hawai'i Vicariate, most growth will be in the parishes of St. Joseph, St. Theresa, Sacred Heart, and Malia Puka O Kalani. In the West Hawai'i Vicariate, the Annunciation and St. Michael parishes will likely experience the most growth. On Kaua'i, the largest growth will probably be in the Immaculate Conception, St. Raphael, and Holy Cross parishes. Across the state, these are the areas where the need for priests, programs, and facilities will be greatest.

Table 1
DIOCESE OF HONOLULU

Vicariates	Community	Parishes	Vicariate & Parish Priests ^{1/}	Schools ^{2/} in Vicariate	Vicariate Population 2000 ^{3/}	Estimated Vicariate Population 2030 ^{3/}	Percent Change 2000-2030 ^{4/}
West Honolulu	Downtown to Salt Lake	9	13	7	185,719	193,000	+4%
East Honolulu	Downtown to Hawai'i Kai	8	15	8 + 1 University	204,067	265,000	+30%
Leeward O'ahu	Waipahu to Wai'anae	6	8	3	145,277	299,000	+106%
Central O'ahu	'Aiea to North Shore	6	12	4	217,343	229,000	+5%
Windward O'ahu	Kahuku to Waimānalo	6	8	3	136,893	132,000	-4%
West Hawai'i	West side of Hawai'i Island	5	6	0	62,409	98,000	+57%
East Hawai'i	East side of Hawai'i Island	8	5	1	86,268	131,000	+52%
Kaua'i	Kaua'i Island	5	7	2	58,463	83,900	+44%
Maui	Maui, Moloka'i, Lāna'i islands	13	16	4	128,241	199,550	+56%
Total		66	90	32+1 University	1,224,680	1,630,450	+33%

^{1/} Excludes retired priests, those not assigned to parishes, and those assigned to diocesan functions.

^{2/} Ownership of these schools varies among parishes, diocese, and religious orders.

^{3/} Estimates based on total county, state, and federal populations.

^{4/} Percents are rounded.

Table 2
STATE OF HAWAII
POPULATION ESTIMATES

Year	State	Gain	Percent Gain
2000	1,224,680	-	-
2010	1,344,600	119,900	9.8
2020	1,489,650	145,050	10.8
2030	1,630,450	140,800	9.5

U.S. Census, State of Hawai'i

III. FINDINGS

Throughout the interview and review process in each of the parishes and later in the vicariate review sessions, a wide range of program, staffing, and facility needs and issues was considered and discussed. These issues were prioritized in the vicariate meetings and are outlined below.

A. Priests

The priests serving in the Diocese of Honolulu are first and foremost spiritual leaders. It is important to recognize and acknowledge at the outset the commitment and accomplishments of these clergy. Their dedication will continue to advance needed actions. As the findings and recommendations of this plan reveal, the challenges faced by priests are daunting. This reality is tempered by recognizing that many actions recommended in this plan build on efforts already under way under the leadership of our clergy who, on a daily basis, strive to carry out Christ's commandment to "Go and teach all nations."

Priest staffing issues were not prioritized by the parishes or vicariates because, in general, it was felt that the diocese would provide the priests needed for the years ahead. Currently the parishes of the diocese are served by 90 priests. If the diocese continues the current overall ratio of one priest serving a community population base of approximately 13,600 and if future population estimates for Hawai'i are accurate, a total of 120 priests will be needed by 2030. Adjustments to the current ratio would change the number of priests needed. The planning process will continue to study and review this matter. At present, the planning process recognizes that priests are needed in the parishes to replace retiring priests and to staff new parishes as they are formed, as well as for new and expanded programs for youth and young adults, faith formation, leadership development, and other programs as they are developed and implemented.

B. Vicariate Priorities

The review at the vicariate level of the parishes' suggestions for actions and wishes produced the following priorities.

1. Kaua'i Vicariate
 - a. Immediate (1-3 years)
 - (1) Youth and young adult programs
 - (2) Leadership development
 - (3) Facility maintenance and repair
 - b. Longer term (3-10 years). Assess Catholic school facility needs for the island of Kaua'i.

- c. Another wish. A new church and parish in the Hanalei/Kīlauea area that consolidates the St. Sylvester Mission (Kīlauea) and the St. William Mission (Hanalei).
2. Maui Vicariate
- a. Immediate (1-3 years)
 - (1) Youth and young adult programs
 - (2) Leadership development
 - (3) Facility repair, maintenance, and budgeting
 - b. Longer term (3-10 years). A new retreat facility for the parishes that would be useable and available for all age groups. Realignment of parish and mission boundaries, e.g., St. Gabriel's (Ke'anae) is currently a mission of the St. Rita Parish (Ha'ikū)--realign it as a mission of the St. Mary Parish (Hāna).
 - c. Another wish. More funding for parish facilities and programs.
3. West Hawai'i Vicariate
- a. Immediate (1-3 years)
 - (1) Youth and young adult programs
 - (2) Leadership development
 - (3) Facility repair and maintenance
 - b. Longer term (3-10 years). More funding for land and improvements for churches in West Hawai'i.
 - c. Another wish. A Catholic elementary school in St. Michael/Annunciation parishes and a retreat facility for all ages.
4. East Hawai'i Vicariate
- a. Immediate (1-3 years)
 - (1) Leadership development
 - (2) Youth and young adult programs
 - (3) Facility maintenance and repair
 - b. Longer term (3-10 years). Funding for parish facilities. Acquire land for new parish facilities in the vicariate. Consolidate St. Theresa Parish (Mountain View) and its mission, Holy Rosary (Kea'au), at one parish site.
 - c. Another wish. A retreat or large gathering facility and new Catholic pre-K/elementary/middle schools in the greater Hilo area; and uncluster the Immaculate Heart of Mary (Pāpa'ikou) and St. Anthony (Laupahoehoe) parishes in East Hawai'i.
5. West Honolulu Vicariate
- a. Immediate (1-3 years)
 - (1) Leadership development
 - (2) Faith formation
 - (3) Facility repair, maintenance, and budgeting

- b. Longer term (3-10 years). A careful study of the Catholic schools in the vicariate for ways to increase enrollment, share resources, ensure financial viability, and possibly consolidate programs.
 - c. Another wish. More funding for parish facilities and programs.

- 6. East Honolulu Vicariate
 - a. Immediate (1-3 years)
 - (1) Leadership development
 - (2) Faith formation
 - (3) Youth and young adult programs
 - b. Longer term (3-10 years). More funding for parish facilities and programs in the vicariate.
 - c. Another wish. More parish social ministries for the homeless, elderly, and ethnic communities.

- 7. Leeward O'ahu Vicariate and Central O'ahu Vicariate

[Note: The separation of the Leeward Vicariate into two vicariates (Leeward and Central) took place after the site visits to the parishes of the original Leeward Vicariate. The priorities below reflect the findings from these site visits.]

 - a. Immediate (1-3 years)
 - (1) Youth and young adult programs
 - (2) Homeless programs
 - (3) Leadership development
 - b. Longer term (3-10 years). Fund new churches and increase the number of parishes in the vicariate.
 - c. Another wish. Assess the existing Catholic school needs and existing facilities. Prepare a plan of action that utilizes existing facilities and resources and build a new high school.

- 8. Central O'ahu Vicariate. No separate priorities at this time—see note above.

- 9. Windward O'ahu Vicariate
 - a. Immediate (1-3 years)
 - (1) Leadership development
 - (2) Faith formation (all ages)
 - (3) Youth and young adult programs
 - b. Longer term (3-10 years). More funding for parish facilities and programs in Windward O'ahu.
 - c. Another wish. Uncluster the St. Roch and Our Lady of Mount Carmel parishes.

C. Focus Groups

The importance of being welcomed and made to feel part of Catholic life in parishes and the diocese was a common theme emerging from several focus group sessions. In addition, there is a sense that the Catholic Church in Hawai'i needs to be more visible in the community at large. Ethnic communities expressed the desire to maintain their cultural traditions and practices and pass them on to their children; gay and lesbian Catholics shared their desire for dialogue, inclusion, and greater understanding; inactive Catholics encouraged openness and efforts to welcome back those who might be alienated; those preferring the Latin Mass desire to have the Missal of 1962 more broadly available and a sense that they are not left out of the diocese; and those involved with youth and young adult programs seek an understanding of their special needs.

Clustered parishes seek a better understanding of and support for the training, preparation, and pastoral assignments needed to make clustering successful, with attention to situations where clusters may not be functioning well. Lay parish and school leaders reinforced findings relating to the need to provide parish clergy and lay staff with the training and education needed to build leadership teams that have vision, commitment, and a collaborative mode of operation. Lay leaders also suggested that special attention be given to the expertise needed in the areas of finance, communications, planning, and management.

IV. PLANNING PRINCIPLES

The following planning principles are based on Bishop Silva's vision as expressed in his planning statement and the findings of the planning process. They have informed the recommended actions that follow and provide a framework for implementation decisions and future planning and decision making within the Diocese of Honolulu.

A. One People of God

The Diocese of Honolulu is enriched by the diverse cultural traditions of its people and is ever mindful that, as we honor and respect the unique qualities of our ethnic communities, we are one people of God. Inspired by the unity of our common sacramental and liturgical life, new and ongoing initiatives will continue to integrate all diocesan communities as one family of God.

B. Welcoming People

In words and deeds, the diocese and parishes of Honolulu will strive to demonstrate that those who embrace our faith or other faiths, and those whose faith is tested and strained by the challenges of life, have access to a welcoming parish and a supportive diocesan staff. This means that, through outreach and social ministry programs, the parishes and the diocese *reach out* to their surrounding communities. Hawai'i's Catholic community will bring

both spiritual and temporal comfort and assistance to our youth, young adults, working families, seniors, and those who are homeless, hungry, or struggling with mental illness, addictions, or other traumas of life.

C. Quality Leadership and Service

Bishop Silva's vision is that the Diocese of Honolulu and its parishes have Gospel-inspired, enthusiastic, and skilled pastors and pastoral leaders. This requires diocesan and parish leaders who are Gospel-based, prophetic, and critical in engaging the culture and challenges of the times. Pastors and pastoral leaders, clergy, lay leaders, and staff who are educated and grounded in their faith and trained to carry out their duties are essential to accomplishing the mission of the Diocese of Honolulu.

Quality leadership and service means that all diocesan and parish offices and programs respond to those seeking their assistance with hospitality, sensitivity, and respect. They collaborate with multiple service providers and find solutions to problems that reflect the teachings of Jesus and a willingness to challenge the thinking of the times.

D. Functional Infrastructure

The Diocese of Honolulu and its parishes attend to the stewardship and renewal of facilities that complement their function. Adequate facilities and parking support attendance at and participation in the sacramental life of the Church. School and other educational/training spaces facilitate the intellectual, social, physical, and spiritual life of those gathered to teach and learn. Well-maintained living spaces renew the spirit and the body. Well-designed and adequate work, office, and program facilities enhance productivity.

Stewardship supports a strong parish and diocesan infrastructure and requires attention to personnel training, financial planning, space utilization, repairs and maintenance, and fund-raising. The acquisition of land and new facilities addresses current and future needs.

E. Performance and Shared Accountability

The Diocese of Honolulu and its parishes will work together to share and celebrate accomplishments that implement the actions recommended in this road map. The diocese will work to help parishes build capacity and implement programs to meet shared needs. It will also call on diocesan staff and new and existing boards and task forces to develop and report on performance indicators that help parishes and vicariates assess their contributions and take the additional steps needed to implement plan recommendations. Finally, the diocese will review parish reporting requirements, limiting duplication of effort and incorporating into the annual parish report format the performance information needed to track parish progress and accountability toward meeting or exceeding desired goals and outcomes.

V. RECOMMENDED ACTIONS

Based on a review of vicariate priorities, other relevant input, and the planning context and principles, six overall recommended actions emerged. A brief description, desired outcomes, specific actions, and performance indicators associated with each major recommendation are summarized below.

New and Expanded Programs

1. **Leadership Development of Clergy, Lay Staff, and Volunteers.** All vicariates shared concerns about the existing leadership skills in the parishes. Areas needing improvement emerged for priests and laity. The continuing development of priests' pastoral skills recognizes their primary role as spiritual leaders. The skills needed to identify, oversee, and delegate to competent lay leaders are also important. For their part, lay leaders need to be competent and often need to combine their expertise with better spiritual formation.

Education, training, and mentoring programs designed to improve the knowledge base and leadership skills of clergy, lay staff, and volunteers need to be established and implemented throughout the diocese. Of particular importance is professional training for clergy and individuals who serve as parish business managers.

Desired Outcomes. The sacramental life and the spiritual and social ministries of the diocese and parishes are administered by clergy, lay staff, and volunteers who are excellent leaders. Spiritual formation, education, training, and mentoring programs support leadership development. Annual performance expectations and reviews aid this effort, as does the implementation of business and fund-raising best practices.

Actions

(1) Establish an ad hoc diocesan task force that:

(a) Reviews existing programs and prepares and presents new diocese-wide leadership development programs.

(b) Gives priority attention to the training of parish and school business managers and develops best practice manuals for parish and school fund-raising, finance, accounting, and related business and finance issues.

(c) Works with Hawai'i Catholic Schools to monitor, evaluate, and assist schools with sound financial practices and recruitment strategies.

(2) Devote resources at the parish and diocesan level to needed educational, training, and mentoring programs for parish clergy, lay leaders, and staff.

Performance Indicators

(1) To strengthen sacramental life and ministries, leaders who are responsible for diocesan offices and parishes (e.g., pastors and diocesan administrators, department/ministry heads, and coordinators) assess the leadership skills needed in their areas of responsibility, develop and report annually on their leadership development programs, and take needed follow-up actions. The following are examples of components of professional improvement strategies that typically assist in the development of effective leadership.

(a) Availability of quality professional development, educational, and training opportunities and evidence that clergy, lay staff, and volunteers take advantage of these opportunities.

(b) Opportunities to be mentored by and learn from experienced, successful, and respected clergy, lay staff, and volunteer leaders.

(c) Annual performance reviews that include self-assessments of accomplishments relative to established expectations and that focus on performance in areas such as:

- Mission focus—work reflects a focus on the mission of the parish, school, or institution;**
- Competence—the individual possesses the knowledge and skills needed to perform the job or complete the project;**
- Work quality—work is accurate and thorough, follows instructions, is based on data and findings, and applies appropriate rules and directives; and**
- Productivity—the amount of work meets expectations and is timely.**

(d) Specific performance factors associated with quality leadership typically include:

- Collaborative problem solving and open communication skills;**
- Ability to plan, organize, and implement tasks;**
- Dependability;**
- Cooperation;**
- Effort and initiative; and**
- Interpersonal relations.**

(2) Reviews and audits of parish and school finance, accounting, fundraising, and related business and financial management practices provide evidence that best practices are being implemented.

- 2. Youth and Young Adult Programs.** All vicariates felt that youth and young adult programs need to be improved throughout the diocese. This requires attitudes and structures that enable youth and young adults to participate actively in the life of the Church, not merely to be ministered to. Parishes that welcome and incorporate youth, youth adults, and their families will retain those who may otherwise be inactive or are attracted to new churches. Program development would normally be separated by age within a coordinated framework and planned to meet the differing needs and issues of youth up to age 18 and young adults ages 19 to 30, single and married.

Desired Outcomes. *The joint efforts of a new diocesan office, Hawai'i Catholic Schools, and the parishes to fund, hire, and train leaders and offer programs and activities result in increases in the number of youth and young adults who actively participate in parish life and ministries.*

Actions

- (1)** *Establish an ad hoc diocesan task force to review existing youth and young adult programs and help establish an Office for Youth and Young Adult Resources. With the establishment of the new office, the task force is dissolved.*
- (2)** *The existing diocesan Youth and Young Adult Board is reconstituted and serves as an advisory body to the director of the new office.*
- (3)** *The new office provides resources, training, and best practices and is a nexus of communication for parish and vicariate youth and young adult ministries. Specifically, the director, in consultation with the advisory board, parishes, the Hawai'i Catholic Schools office, and other constituencies, develops a diocese-wide strategy to advance the participation of youth and young adults in the life of their parishes and the diocese.*
- (4)** *Hawai'i's Catholic schools place priority on education and activities that encourage students and their parents to actively participate in the life of their parishes.*

Performance Indicators

On an annual basis, the new diocesan office takes the lead and, working with Hawai'i's Catholic schools and the parishes, reports to the bishop on actions taken and additional actions planned to enrich and advance the participation of youth and young adults in parish life and ministries, including information on funding provided, hiring and training of leaders, programs and activities offered, and levels of participation.

- 3. Faith Formation.** All vicariates felt that more and improved faith formation programs for all ages are needed. This requires faith formation programs that bring the entire family into the religious formation experience. In general, lay adult involvement in parish faith formation education and ministry is important. The Catholic schools of the diocese are valuable assets for the Church's faith formation and evangelical efforts.

Desired Outcomes. *Parish and school faith formation programs are funded, have designated and trained leaders, and respond to the spiritual and devotional needs of families and youth (attending both public and private schools). These programs help increase family and youth involvement in parish life, helping parishioners to communicate their beliefs, witness to their faith, and translate the Gospel into their daily lives.*

Actions

- (1) The Office of Religious Education, in collaboration with the Hawai'i Catholic Schools office, works with pastors, parishes, and schools to:**
- (a) Assess the current state of faith formation programs, identifying strengths and needs;**
 - (b) Assist parishes and schools with the establishment of faith formation leadership committees/teams and new programs where needed; and**
 - (c) Provide parish faith formation leaders with education and training, including the essentials of a successful parish/school faith formation program that emphasizes the spiritual and devotional dimensions of faith (e.g., the importance of a vision, committed leaders, communication, appropriate activities/classes by age, resources, and accountability markers).**
- (2) Parishes and schools, with guidance from the Office of Religious Education, collaborate to formulate and implement a comprehensive faith formation program appropriately funded and staffed for their particular parish/school community.**
- (3) The Office of Religious Education, working with parish faith formation leaders, serves as a resource to and provides education and training in faith formation for members of parish pastoral councils.**

Performance Indicators. *Parishes, under the leadership of their pastors, and schools, under the direction of the Office of Religious Education, demonstrate their commitment to an active faith formation program by:*

- (1) Designating qualified adult faith formation leaders;**

- (2) Establishing functioning parish and school faith formation teams/committees with a formally recognized role in the parish/school leadership structures;**
- (3) Devoting the resources necessary to ensure opportunities for faith formation leaders and teams to participate in parish- and diocese-sponsored faith formation education and training opportunities; and**
- (4) Carrying out annual assessments of parish/school faith formation programs to identify successes and areas needing improvement.**

4. Homelessness. The magnitude of the statewide homelessness issue is such that no one organization or governmental agency is able to solve it. Only concerted efforts by a number of organizations and agencies will make a difference. The Catholic Church, through Catholic Charities and the Office for Social Ministry, has a number of successful programs ministering to the homeless. Many parishes provide temporary housing assistance and have food banks and/or soup kitchens to feed the poor and homeless. Other parishes serve this group of people through organizations like the Institute for Human Services (IHS).

Desired Outcomes. *The poor and homeless of Hawai'i have improved access to shelter, food, clothing, and work opportunities as the result of collaboration between Catholic Charities and the Office for Social Ministry and coordination with parish programs. Ongoing work with public and private entities helps to increase the supply of affordable housing in Hawai'i.*

Actions

- (1) The existing Diocesan Affordable Housing Task Force takes the lead and works with the Office for Social Ministry, Catholic Charities, the parishes, and other organizations to increase the supply of affordable housing and address attendant issues of homelessness in the state of Hawai'i.**
- (2) Catholic Charities and the Office for Social Ministry meet, coordinate their activities, and improve the delivery of services for the homeless. Working together, they also provide parishes with tools to support their social ministry work.**
- (3) The Office for Social Ministry reviews existing parish programs and information from other Catholic organizations engaged in social ministry, shares with vicariates and parishes findings about gaps in information and services, and suggests actions to address homelessness.**
- (4) Using the information provided by the Office for Social Ministry, each vicar forane, in a mode appropriate for his vicariate, tracks the work of his**

parishes and forwards a summary of parish work to the bishop for publication as appropriate.

Performance Indicators

- (1) As part of their annual report to the diocese, parishes provide information on their social ministry programs and outreach to the homeless, including information about designated parish social ministry coordinators and activities (e.g., number of families/individuals served by food pantry or meal service programs, assisted with rent, or provided other social action assistance).***
- (2) Catholic Charities and the Office for Social Ministry meet on a regular basis and report semiannually to the bishop on the collaborations they have undertaken and the coordination of services and outcomes that have resulted from these collaborations.***
- (3) As a result of actions by the entire Catholic community, the supply of affordable housing is increased.***

Physical Facilities and Land Assets

- 5. Repair and Maintenance of Church and School Facilities.** While many church and school facilities are adequately maintained and repaired, such work on many other churches, parish halls, convents, rectories, and schools is necessary. Church improvements and expansion, more and better classroom space, and more parking are also needed. All parishes need best practice guidance and recommendations for facility repair and maintenance, fiscal budgeting, fundraising, and other areas.

Desired Outcomes. *Churches are dignified, welcoming, sacred places of worship. Schools, offices, and other working spaces are clean, safe, and functional—conducive to service, teaching, and learning. Living spaces are comfortable and well-maintained. Leadership by the Diocesan Planning and Building Commission, the Diocesan Development Office, and the parishes places priority on the development and implementation of best practice planning and budgeting, repair and maintenance accomplishments, capital development progress, and related planned actions.*

Actions

- (1) The existing Diocesan Planning and Building Commission:***
 - (a) Prepares best practice manuals and training programs for short- and long-term parish and school facility repair and maintenance planning and***

budgeting. For example, these manuals direct parishes and schools to maintain current facility inventories and prepare master schedules for facility maintenance and repair (roofing, painting, landscaping, floor coverings, etc.) and for replacement of major equipment and furnishings;

(b) Disseminates best practice manuals and implements parish and school best practice training programs; and

(c) Assesses the renovation needs of all diocesan parish schools.

(2) The diocesan Office of Development assists parishes and schools in developing capital resources to address facility needs.

Performance Indicators

(1) The Diocesan Planning and Building Commission reports semiannually to the bishop on progress made and planned next steps regarding the preparation of best practice manuals, training programs offered, needs assessments, and other accomplishments.

(2) The diocesan Office of Development reports semiannually to the bishop on its progress and future plans for capital resource development.

(3) As part of their annual report to the diocese, parishes report on their implementation of best practice planning and budgeting, parish repair and maintenance accomplishments, and planned future actions.

6. New Parishes and Facilities and Management of Land Assets. As a result of continuing population growth in Hawai'i, new or reorganized Catholic parishes, facilities, and schools are needed in a number of areas within the diocese. While the clergy, lay leadership, and vibrant faith formation programs are central to evangelization, the infrastructure (organization and structures) needed to accommodate growth is also essential. The organization of the Catholic community is provided by the diocese, vicariates, and parishes. Parish structures include churches, missions, schools, meeting halls, and residences.

Within Hawai'i, Catholic entities (including the diocese, the parishes, and various religious orders) own or have some interest in more than 290 parcels of land involving a total of about 3,360 acres. Some of these lands have potential for uses different from those of today. Other parcels are not suitable for development to address facility needs.

Desired Outcomes. *Catholic churches are accessible to all. They are adequate in size and number and reasonably located relative to existing and projected population centers so that all Catholics in Hawai'i can strengthen their faith*

and share in the sacramental life of the Church in an appropriate worship facility.

A new Diocesan Land Asset Management and Acquisition Committee focuses on the physical infrastructure needed to support the spiritual, educational, and social ministries of the parishes and diocese. This involves augmenting land assets, the best use of existing land, reducing overcrowding, the realignment of parishes, and acquiring new church, school, and facility sites. Ongoing work with Catholic schools assesses their facility needs and addresses their expansion as resources permit, providing Catholic education opportunities to large underserved populations.

Actions. *The new Diocesan Land Asset Management and Acquisition Committee reports and makes recommendations to the Diocesan Finance Council. This new committee:*

- (1) Routinely updates inventories of land assets within the diocese to establish ownership, location, land area, and present use.*
- (2) Considers the best use of existing land assets, works with the vicariates to carry out additional study of parish and school facility and land needs, and reports findings to the Finance Council.*
- (3) Makes recommendations to the Finance Council regarding a timetable and actions for addressing parish and school needs and, as directed by the council, works with the parishes and schools to acquire land. Particular attention is given to:*
 - (a) Realigning existing parish boundaries to better reflect population shifts and growth;*
 - (b) Establishing new parishes and building new churches;*
 - (c) Considering mega churches in areas where the population density is unusually high and land options favor a mega church;*
 - (d) Replacing an existing church within its parish boundaries, but at a more ideal location;*
 - (e) Reducing present and future overcrowding in areas experiencing high growth: for example, the St. Jude, Immaculate Conception, and St. Joseph parishes in Leeward O'ahu; Our Lady of Good Counsel and St. John Apostle and Evangelist parishes in Central O'ahu; and St. Theresa Parish on Maui;*
 - (f) Considering retreat facilities, especially in the West Hawai'i and Maui vicariates; and*

(g) Working with Hawai'i Catholic Schools to explore the planning/building of new schools in the Leeward/Central O'ahu and East/West Hawai'i vicariates.

Performance Indicators

The Diocesan Land Asset Management and Acquisition Committee reports semiannually (or more often as appropriate) to the bishop and the Diocesan Finance Council. The committee reports its findings, activities, and progress in formulating recommendations regarding the best use of existing land assets; strategies to reduce parish overcrowding, realign parishes, and acquire new church and other facility sites; and efforts relating to new school facilities.

Table 3
CATHOLIC PROPERTY WITHIN THE DIOCESE OF HONOLULU

Vicariate	Parcels	Land Area	Current Uses
East Honolulu	41	271.6 acres	Churches; schools; convents; rectories; residences; condominium units; food bank; parking lots; land under condominiums, apartments, and retirement residences; access to other lots; Chaminade University and Paradise Park.
West Honolulu	36	301.4 acres	Churches, schools, convents, residences (leased), land under condominiums and office buildings, retail building, and Catholic Charities.
Leeward O'ahu	24	171.0 acres	Churches, schools, convents, rectories, cemeteries, land for new projects, residences, rental residences, vacant land, and farming.
Central O'ahu	14	143.9 acres	Churches, schools, convents, rectories, cemeteries, and vacant land.
Windward O'ahu	27	98.3 acres	Churches, schools, convents, rectories, cemeteries, thrift shop, residences, rental residences, railroad right-of-way, vacant land, and Maryknoll Sisters regional office.
West Hawai'i	29	60.0 acres	Churches, schools, convents, rectories, cemeteries, residences, and vacant land.
East Hawai'i	39	1,773.2 acres	Churches, school, convents, rectories, cemeteries, residences, rental apartments, office building, road right-of-way, forest reserve land, farms, and vacant land.
Kaua'i	26	59.9 acres	Churches, schools, convents, rectories, cemeteries, residences, vacant land, and road right-of-way.
Maui	58	481.1 acres	Churches, schools, convents, rectories, cemeteries, residences, rental residences, vacant land, and parking lots.
Total	294	3,360.4 acres	

APPENDIX
PARISHES, MISSIONS, AND SCHOOLS LOCATED IN THE DIOCESE OF HONOLULU

Vicariate	Parish	Location	Mission	Parish and Private Schools
West Hawai'i				
	Annunciation	Kamuela	• Kalikonani (Church of the Ascension) Puakō	
	Our Lady of Lourdes	Honoka'a	• St. Joseph-Pa'auilo	
	Sacred Heart	Hāwī		
	St. Benedict	Hōnaunau	• St. John the Baptist-Kealakekua • St. Peter-Miloli'i	
	St. Michael the Archangel	Kailua-Kona	• Holy Rosary-Kalaoa • Immaculate Conception-Hōlualoa • St. Peter By The Sea-Kahalu'u • St. Paul-Keauhou	
East Hawai'i				
	Holy Rosary	Pāhala		
	Immaculate Heart of Mary	Pāpa'ikou	• Good Shepherd-Honomū	
	Malia Puka O Kalani	Keaukaha		
	Sacred Heart	Nā'ālehu		
	Sacred Heart	Pāhoa		
	St. Anthony	Laupahoehoe		
	St. Joseph	Hilo		St. Joseph School (Pre K-12)
	St. Theresa	Mountain View	• Holy Rosary-Kea'au, 'Ōla'a	

Vicariate	Parish	Location	Mission	Parish Schools and Diocesan School
Kaua'i				
	Holy Cross	Kalāheo	• Sacred Heart-'Ele'ele	
	Immaculate Conception	Līhu'e		
	St. Catherine	Kapa'a	• St. Sylvester-Kīlauea • St. William-Hanalei	St. Catherine School (Pre K-8)
	St. Raphael	Kōloa		
	St. Theresa	Kekaha	• Sacred Hearts of Jesus & Mary-Waimea • St. Joseph-Kaumakani	St. Theresa School (Pre K-8)
Maui				
	Christ The King	Kahului		Christ The King School (Pre K-6)
	Holy Rosary	Pā'ia		
	Maria Lanakila	Lahaina	• Sacred Hearts-Kapalua	Sacred Hearts School (Pre K-8)
	Our Lady Queen of Angels	Kula	• Holy Ghost-Waiakoa • St. James the Less-'Ulupalakua	
	St. Ann	Waihe'e	• St. Francis Xavier-Kahakuloa * St. Joseph Shrine-Waikapū	
	St. Anthony of Padua	Wailuku		St. Anthony (Parish Preschool and K-8) St. Anthony High School (Diocesan 7-12)
	St. Joseph	Makawao		St. Joseph School (Pre K-5)
	St. Mary	Hāna	• St. Peter-Pu'uiki • St. Paul-Kīpahulu • St. Joseph-Kaupō	
	St. Rita	Ha'ikū	• St. Gabriel-Ke'anae	
	St. Theresa	Kīhei		
	St. Francis (& St. Philomena Mission)	Kalaupapa	• St. Philomena-Kalawao	
	Moloka'i Catholic Community (St. Sophia-Kaunakakai, Our Lady of Sorrows-Kalua'aha, & St. Vincent Ferrer-Maunaloa)	Moloka'i	* St. Joseph Shrine-Kamalō	
	Sacred Hearts	Lāna'i		

Vicariate	Parish	Location	Mission	Parish and Private Schools
West Honolulu				
	Cathedral of Our Lady of Peace	Downtown Honolulu		Cathedral Catholic Academy (K-8)
	Blessed Sacrament	Pauoa Valley		
	Co-Cathedral of St. Theresa of the Child Jesus	Kalihi-Pālana		St. Theresa School (K-8)
	Holy Family	Airport		Holy Family Academy (Pre K-8)
	Our Lady of the Mount	Kalihi-Uka		
	St. Anthony	Kalihi-Kai		St. Anthony School (K-8)
	St. John the Baptist	Kalihi		St. John the Baptist School (Pre K-8)
	St. Philomena	Salt Lake		St. Philomena Preschool
	St. Stephen	Nu'uauu		
				Private:
				Damien Memorial (7-12)
East Honolulu				
	Holy Trinity	Kuli'ou'ou		Holy Trinity School (K-8)
	Sacred Heart	Punahou		Maryknoll School (Pre K-12)
	St. Augustine By-The-Sea	Waikīkī		
	St. Patrick	Kaimukī		St. Patrick School (K-8)
	St. Pius X	Mānoa		
	Sts. Peter and Paul	Ala Moana		
	Star of the Sea	Wai'alaie-Kāhala		Star of the Sea School (Pre K-8)
	University Catholic Center/Holy Spirit	UH-Mānoa		
				Private:
				Blessed Marianne Cope Preschool
				Chaminade/L. Robert Allen Montessori Preschool
				Sacred Hearts Academy (Pre K-12)
				Saint Louis School (4-12)
				St. Francis School (K, 1, 6-12)
				Chaminade University

Vicariate	Parish	Location	Mission	Parish and Private Schools
Central O'ahu				
	Our Lady of Good Counsel	Pearl City		Our Lady of Good Counsel School (Pre K-8)
	Our Lady of Sorrows	Wahiawā		
	Resurrection of the Lord	Waipi'o		
	St. Elizabeth	'Aiea		St. Elizabeth School (K-8)
	St. John Apostle & Evangelist	Mililani		St. John's Catholic Preschool
	St. Michael	Waialua	• Sts. Peter & Paul-Waimea	St. Michael School (Pre K-8)
Leeward O'ahu				
	Immaculate Conception	'Ewa		
	Our Lady of Perpetual Help	'Ewa Beach		Our Lady of Perpetual Help School (K-8)
	Sacred Heart	Wai'anae		
	St. Joseph	Waipahu		St. Joseph School (Pre K-8)
	St. Jude	Makakilo		
	St. Rita	Nānākuli		
				Private:
				Rosary Preschool
Windward O'ahu				
	Our Lady of Mount Carmel	Waikāne		
	St. Ann	Kāne'ohe		St. Ann Model School (Pre K-8)
	St. Anthony of Padua	Kailua		St. Anthony School (Pre K-8)
	St. George	Waimānalo		
	St. John Vianney	Enchanted Lake		St. John Vianney School (Pre K-8)
	St. Roch	Kahuku	• St. Joachim Punalu'u	

Notes:

- Bullets indicate missions.
- Stars indicate shrines.
- Pre indicates a preschool.
- K indicates a kindergarten.
- Numerals indicate the grade levels offered.

GLOSSARY

The following glossary of terms describes terminology used in or relating to the implementation of the Diocese of Honolulu, *Witness to Jesus: Diocesan Road Map for Pastoral, Program, and Facility Needs* (hereafter referred to as *Diocesan Road Map*). In other contexts, some terms defined below may have different meanings.

Ad Hoc Task Forces/

Committees: Task forces or committees composed of clergy and/or laity, appointed by the bishop for a three-year term and charged with specific work relating to the implementation of action(s) called for in the *Diocesan Road Map*.

Annual General

Parish Report: Reports prepared annually by diocesan parishes in accordance with a format prescribed by the vicar general's office. Reports usually span a July 1 to June 30 timeframe.

Best Practice: Practices that are deemed to achieve the best results based on the practice and experience of other organizations and entities that are attempting to achieve similar outcomes.

Catechesis: Oral religious instruction—to teach by word of mouth.

Catechism: Book containing a summary of the principles of Catholicism.

Catechist: Person appointed within a diocese or parish to provide instruction in the principles of Catholicism.

Catholic Charities

Hawai'i: Catholic Charities Hawai'i exists to carry out the social mission of the Church by serving the people of Hawai'i. Organized as a civil corporation at civil law and a juridic person at canon law, Catholic Charities Hawai'i provides innovative and professional human services to people of all faiths and cultures, especially those with the greatest need. Programs and services address community, social, and behavioral needs; each year more than 30 programs assist over 40,000 people statewide. For additional information see: http://www.catholiccharitieshawaii.org/site/371/about_us.aspx

Chancellor: The Chancellor's Office oversees some of the legal and reporting requirements of the diocese. The office maintains the diocesan archives.

Clustered Parishes: Two or more parishes that are assigned to the same pastor.

Competence: Generally speaking, the spiritual and temporal knowledge and skills needed to carry out assigned responsibilities. In terms of canon law, competence means the legal ability to do something. For example, only a bishop is competent to ordain a priest or establish a parish.

Deacon: The first order of the sacrament of holy orders, with the second and third orders being priest and bishop, respectively. A deacon is ordained for service, in particular to the poor or marginalized in society. At Mass, the deacon reads the gospel, ministers the chalice, and assists the priest at the altar. He may also give the homily at Mass, officiate at baptisms, weddings, and funerals outside Mass, and impart many blessings.

Diocesan Affordable Housing Task Force: Task force appointed by the bishop to engage the Catholic Community throughout the state of Hawai'i to work toward eliminating the shortage of affordable housing in the Islands.

Diocesan Bishop: Bishop Larry Silva is the Bishop of the Diocese of Honolulu. A diocesan bishop is the spiritual leader of the particular Church entrusted to his care as chief shepherd, principal teacher, and high priest of the diocese.

Diocesan Board of Education: This board is composed of clergy, parents, school administrators, and community leaders. The Hawai'i Catholic Schools office consults with the board on matters such as school mission, sponsorship and governance, and marketing and development.

Diocesan Business Office: The purpose of the Business Office is to ensure the efficient administration of the material goods of the Church. The office also provides human resource support services to the parishes and diocesan offices. It is headed by the finance officer.

Diocesan Finance Council: An advisory board to the diocesan bishop and the diocesan finance officer that is composed of members of the faithful expert in matters of finance and the management of temporal goods. On some matters, canon law requires the Finance Council to be consulted or even give consent.

Diocesan Hospital Ministry: The Hospital Ministry provides pastoral care to all Catholics who are hospitalized.

Diocesan Land Asset Management and Acquisition Committee: The *Diocesan Road Map* calls for the establishment of this committee under the Diocesan Finance Council. The proposed focus of the committee's work is land management, utilization, and acquisition.

Diocesan Pastoral Council: A consultative body composed of clergy, religious, and laity that is established by the bishop to advise and collaborate with him in the pastoral mission of the diocese by reviewing issues and concerns and making recommendations to the bishop regarding pastoral priorities of the diocese.

- Diocesan Planning and Building Commission:** An existing commission that is charged in the *Diocesan Road Map* with actions required to achieve the desired outcomes of the recommendation relating to the repairs and maintenance of church and school facilities.
- Diocesan Theologian:** The mission of this office is to assist the Catholic community and others in hearing the Word, understanding Catholic Tradition, deepening personal relationships with Jesus, sharing the Good News, and serving the community.
- Diocese:** The people of God who live within a particular territory. The territory of the Diocese of Honolulu includes all the islands of the state of Hawai'i. For additional information about the diocese, see the Diocesan Weekly e-NewsLetter available on line at:
<http://www.catholichawaii.org/filemgmt/viewcat.php?cid=25>
- Ethnic Ministries:** This office coordinates ministerial services for the ethnic communities of the Diocese of Honolulu, including Filipino, Hispanic, Japanese, Korean, Samoan, Tongan, and Vietnamese.
- Faith Formation:** Faith formation is a lifelong practice in which people of all ages consciously grow in the life of Christ through experience, reflection, prayer, and study. It involves a complete and systematic catechesis as presented in the Catechism of the Catholic Church that nurtures a profound, lifelong conversion of the whole person and leads to a better understanding of and participation in the full sacramental life of the Church. (*Our Hearts Were Burning Within Us: A Pastoral Plan for Adult Faith Formation in the United States, paragraphs 4,5, Washington, DC, USCCB, 1999*)
- Hawai'i Catholic Conference:** The Hawai'i Catholic Conference seeks to educate and influence members of the Church, the community at large, and public officials in order to make a positive impact on public policy.
- Hawai'i Catholic Herald:** The biweekly newspaper of the Diocese of Honolulu. It publishes local, national, and world news and opinion on the Catholic Church, plus reviews, calendar items, and a bulletin board. For more information see:
<http://hawaiicatholicherald.org/Home/tabid/256/Default.aspx>
- Hawai'i Catholic Schools:** Catholic school education is a Church ministry. This office provides direct service to schools in support of their Catholic identity, mission, administration, personnel, and curricular programs. The office works with pastors, principals, and school boards on goal setting, planning, and staff development. Catholic schools are authorized by the bishop and his council. Canon law defines and designates the responsibility of schools in terms of the relationships among the bishop, pastors, administrators, boards, and the schools' superintendent. For a detailed list of the Catholic schools within the

Diocese of Honolulu, see the appendix to the *Diocesan Road Map*. For additional information see:

<http://www.hawaiicatholicschools.net/AboutUs/tabid/275/Default.aspx>

Juridic Person:

A juridic person is the canonical equivalent of a corporation at civil law. The diocese is a juridic person and each parish is a juridic person. Other organizations may also be established as juridic persons (e.g., Catholic Charities Hawai'i.) (However, what a juridic person is at canon law is not necessarily the same as what a corporation is at civil law. The civil corporation titled "The Roman Catholic Church in the State of Hawai'i" is a single corporation including the diocese and all parishes. Catholic Charities Hawai'i is both a civil corporation and a canonical juridic person.)

Latin Mass

Faithful:

Members of the faithful who attend the extraordinary form of the Mass celebrated in Latin according to the 1962 Roman Missal.

Leadership:

The capacity to inspire others to live the Gospel. Outstanding leaders possess the qualities that persuade others to be involved in the mission of the Catholic Church and the work and life of their parish and the Diocese of Honolulu.

Mission Church:

A church building that is an additional satellite location for a parish and is located in an area some distance from the principal church of the parish.

Office for Social Ministry:

A diocesan office that lives out the Gospel message of Jesus by meeting the challenges of ever-changing communities. The office utilizes spiritual, human, and material resources to empower those in need to experience dignity and respect. For additional information on the programs and venues of the Office for Social Ministry, see:

http://www.catholichawaii.org/social_ministry

Office for

Welcoming Parish:

This diocesan office coordinates the Welcoming Parish process and episcopal visitation. The Welcoming Parish project involves the preparation of parish self-studies that celebrate strengths and identify challenges for growth in the areas of community, worship, word, and service. The Welcoming Parish Office provides resources to aid parishes in responding to their challenges. For additional information see:

<http://www.catholichawaii.org/welcoming/>

Office of Clergy:

This office, under the direction of the episcopal vicar for clergy, handles all personnel matters for priests and deacons of the diocese, including seminarians, priests requesting incardination or temporary ministry, and retired priests.

Office of Development:	This diocesan office is a resource to all parishes and departments as it relates to stewardship, insurance endowments, gifts of stock and real estate, wills, and trusts. The office provides information, publicity, and training regarding the donation of bequests. It also conducts the Bishop's Circle annual appeal.
Office of Religious Education:	The Office of Religious Education provides the parishes and schools of the diocese with religious education in-service workshops, safe environment certification, continuing education, resource personnel, consultation, media, and other resources to assist directors/coordinators of religious education in offering quality services to the parish communities. This office provides spiritual formation and certification programs for parish religious education coordinators, youth ministers, and catechists and in-service education for Catholic school faculties, especially religion teachers. For additional information see: http://www.hi-care.org/AboutUs/tabid/88/Default.aspx
Office of Worship:	The diocesan Office of Worship provides parishes with workshops, consultation, resources, and guidelines to assist them in providing liturgical services that are in keeping with the liturgical norms of the Church and enrich the faith life of parishioners. The office provides these services to the deacon formation program and also coordinates episcopal functions. The office handles credential certifications in the areas of environment, liturgy, music, and RCIA.
Outreach:	Programs or activities designed to make contact with or assist those in need, who may or may not attend or participate in regular parish or diocesan on-site functions.
Parish:	A defined community of the faithful that is served by a priest as its proper pastor. Membership in a parish is usually defined as those living within the territory of the parish.
Parish Profile:	A summary of parish characteristics and data updated on a regular basis.
Performance Indicators:	Quantitative or qualitative factors that can be measured/reported as of a point in time, over time, or relative to a standard to indicate progress or lack thereof toward the achievement of a desired outcome. The practice of routinely (quarterly, semiannually, or annually) evaluating (taking readings on) progress made toward the achievement of desired outcomes is often referred to as assessment.

- Pre K-12:** Levels of education that include preschools (sometimes referred to as early learning centers), kindergarten, and grades 1 through 12.
- Presbyteral Council:** A consultative body to the bishop, composed of priests who are appointed by the bishop or elected by all priests working in the diocese; some members are ex officio.
- RCIA:** RCIA refers to the Rite of Christian Initiation of Adults. This model for initiating adults and children of catechetical age was restored by the Second Vatican Council according to a model of initiation practiced in the early Church. RCIA stresses formation in doctrine, the Word of God, liturgy, Church life, and service and involves the larger Church community in welcoming, instructing, helping, and praying for candidates.
- Religious Orders:** Congregations of religious men and women who take vows within the discipline established by their founders. The men's religious orders that serve within the Diocese of Honolulu include Benedictines, Blessed Sacrament Fathers, Capuchin Franciscans, Christian Brothers, Fathers and Brothers of the Sacred Hearts, Jesuits, La Salette Fathers, Marianists, Maryknoll, and Oratorians. The women's religious orders include Benedictines, Carmelites, Daughters of St. Paul, Dominican Sisters, Franciscan Sisters of Christian Charity, Maryknoll Sisters, Sinsinawa Dominicans, Sisters for Christian Community, Sisters for Divine Providence, Sisters of Charity of the Blessed Virgin Mary, Sisters of the Sacred Hearts, Sisters of St. Francis, Hawai'i region, Sisters of St. Francis of Philadelphia, and Sisters of St. Joseph of Carondelet.
- Roman Missal:** The book that contains the prayers and directives for the celebration of the Mass. The current edition of the Roman Missal was promulgated by Pope John Paul II in 2001. This contains the ordinary form of the Mass and may be celebrated in Latin or in the vernacular (local language). The 1962 Roman Missal was promulgated by Pope John XXIII. This is designated as the extraordinary form of the Mass and may be celebrated only in Latin.
- Strategic Planning Committee:** A small team of individuals with planning experience organized to assist the vicar general and director of planning with diocesan plan preparation tasks such as preparing background materials, assisting with meetings, assembling findings, and drafting the *Diocesan Road Map* document.
- Synod 2000:** A synod is a special gathering of the faithful, including clergy, religious, and laity, presided over by the diocesan bishop. Synods are convoked for the purpose of advising the bishop in regard to the promulgation of laws. The Diocese of Honolulu convened a synod in 2000.

**Tribunal and Office
for Canonical Affairs:**

This office is headed by the judicial vicar and director of canonical affairs. The Diocesan Tribunal is the court of the Diocese of Honolulu. It handles petitions for declarations of marital nullity and other judicial cases that come before the bishop for adjudication. The Office for Canonical Affairs promotes a greater understanding of the law of the Church and helps ensure that the provisions of canon law are implemented correctly and equitably. It provides canonical advice, education, and assistance to the bishop, diocesan and parish staff, other Catholic institutions and associations, and the faithful of the diocese.

Vicar Forane:

A priest entrusted with coordinating the activities of the parishes grouped into a vicariate. He shares in the supervisory role of the bishop, making sure that the activities of parishes meet the standards set by the Church, and also serves as a resource and assistant to the other priests of the vicariate.

Vicar General:

A priest who serves as the alter ego of the diocesan bishop and shares in the exercise of the bishop's executive power over the entire diocese.

Vicariate:

A grouping of parishes within a diocese. The Diocese of Honolulu has nine vicariates: Kaua'i, Maui, East Hawai'i, West Hawai'i, East Honolulu, West Honolulu, Leeward O'ahu, Central O'ahu, and Windward O'ahu. Each vicariate is headed by a vicar forane.

**Youth and Young
Adult Board:**

The primary advisory group for youth and young adult programs in the diocese, with representatives from all vicariates.