

01 October 2010

To: The Episcopal Diocese of Hawai'i

From: Cecilia Fordham  
Stewardship Department, Chair  
Mokuleia Transition Action Team Facilitator

In response to the questions regarding Camp Mokuleia during the Pre-Convention Meetings, the following posting of the Recommendations of the Transition Action Team requested by the Chair of the Diocesan Council (Bishop Robert Fitzpatrick) in 2009, and reported to the Bishop directly, then to the Diocesan Council and the Standing Committee during October and November 2010.

Camp Mokuleia, LLC is an ancillary institution, as is St. Andrew's Priory, governed by a Board of Directors, with an Executive Director. Members of the Diocesan Council are the membership of Camp Mokuleia. The Camp Mokuleia Board presents a status report to its membership annually. It also submits a report at Diocesan Convention in October.

In addition, a record of the implementation of the recommendations is included. As of August 1, 2010 all recommendations are in play, and a marked improvement in all areas is noted. An annual report from Camp Mokuleia will be presented at Convention that illustrates its current position and condition.

Visit Camp Mokuleia website for the latest information:  
<http://www.visitcampmokuleia.com/>

## **The Transition Action Team for Mokule'ia, Qualifications, Performance**

The Rev. Carol Arney

The Rev. Frank Chun

Mr. Robert Hann

Mr. Ivan Lui-Kwan

The Rev. Ben Nelson

Ms. Gail Suzuki-Jones

Ms. Cecilia H. Fordham, Convenor

The members of the TAT represent a diversity of profession, experience, age, gender and community involvement. Each has significant resources in his/her portfolio in spirituality, architecture, land use, sustainability, law, camp/conference center development, administration, and board experience. In addition, they have or have developed an understanding of Mokule'ia and its value to the diocese and to the community at large. As a working group, they took their assignments seriously in preparing their materials, were articulate in their presentations, and thoughtful in making sound recommendations based on collective knowledge and data.

### **The Purpose and Task**

The TAT's task is to articulate an interim vision for the Camp by providing an Action Plan for transition to achieve the vision for the spiritual and physical transformation of Camp Mokule'ia (as recommended by reports from the Standing Committee and Peter Bergstrom of Episcopal Camps and Conferences) with Board and Council support. The TAT will specifically address developing plans 1) to develop the board of directors (as elected by Diocesan Council as the membership of the Camp corporation) and affirm its position as a policy and fundraising entity, 2) to aid in hiring and funding a skilled executive officer, and 3) for a transition strategy, process, and plan as items 1) & 2) are in process while assuring the ongoing maintenance of the facility.

### **The Process**

The team met five times from June to September 2009. The first meeting was an orientation to the task, review of the current status of Camp Mokule'ia and documents from Standing Committee and ECCC's Peter Bergstrom, division of issues and labor among the team. Four key issues emerged and teams of two from the group were assigned to provide resource materials and to facilitate the discussion in the subsequent meetings. The focus areas included the position of the Executive Director (Bob Hann and Ben Nelson), the theological focus (Carol Arney and Frank Chun), fundraising and board membership (Ivan Lui-Kwan and Gail Suzuki-Jones), strategy for implementation and timeline (Cecilia Fordham). After each meeting's presentation, the team discussed at length, made suggestions, and raised questions. The facilitators presented a summary with recommendation at the next meeting. At the final meeting, a suggested timeline, the final summaries and recommendations were reviewed.

### **The Summary Statement**

#### **➤ Rationale**

The Transition Action Team affirms that that Mokule'ia is a valued asset to the diocese and the community and deserves the full support of the diocese. Responsible stewardship of Mokule'ia must be embraced fully by the Diocese, not just as a camp property, but as a sacred place apart for use by the diocese and the larger community as a conference center, a spiritual retreat, a cultural place of abundance, or a place of renewal, and within a given period of time, sustain itself financially. A concerted effort to bring all the strategic elements necessary for success within a projected timeline, not attempted in a piecemeal fashion, is critical. The first of those include 1) adopting a theological focus for spiritual core values, 2) developing a position description and hiring an executive director, 3) re-constitution of its Board of Directors and a strategy for fundraising, and 4) a transition timeline to implement the strategies presented in 1,2, and 3.

The Transition Action Team has developed ideas and resources that can be used in making the elements of transition happen. Summaries of such information have been included. The recommendations offered are just that. The TAT's task is over with this report. Our task was not/is not micromanagement. (Although, every member of the TAT, if asked, probably would be willing to assist the Bishop, the Council, or the Board in the areas of their expertise.) It is the responsibility of the Board of Directors of Mokule'ia to make the decisions and implement the actions. It is important to note that a reconstitution of the Board whose members concur with the spiritual core values is

imperative to this transition strategy. The timeline suggested is aggressive. However, direct attention and immediate action over the next six months to each of the steps recommended is the only way to assure that the focus remains strong and does not drift. A renewed and dedicated Board and an Executive Director then, and only then, can move as one to implement the goals they plan together over the ensuing six months

➤ **Recommendations**

Therefore, The TAT recommends an intentional plan of action over a year's time. The first six months of the transition puts into place the necessary people and planning to begin the renaissance of Mokule'ia. The last six months will begin the implementation of those plans.

There are four specific directives to implement in the transition period. They include

- 1) a statement of spiritual focus to be widely circulated and to be included as a part of any Mokuleia endeavor or planning,
- 2) developing a strong, diverse board of directors with the skills, experience, motivation, and networks to best serve the mission of Mokule'ia in planning policy, fundraising, and oversight,
- 3) that Board hiring a permanent executive director,
- 4) that Board developing a strategic plan, setting priorities and achievable benchmarks in fundraising and re-vitalization this "sacred place apart."

The Board will present a six month review to the Diocesan Council in April 2010.

In October 2010, the Board and Executive Director will present to Council a status report and illustrate the progress made in the transition year, including meeting the benchmarks it established.

**CAMP MOKULE'IA -- Its spiritual elements**

*Tim Green of Sheldon Calvary Camp (Diocese of Pittsburgh) notes, "Camps are where people interact with faith, spirituality & religion, and make sense of it."*

*Many have often remarked on the spiritual nature of Camp Mokule'ia. Presented here are some key elements of its spirituality. They are core values of the Christian theological view, but they are also universal, going beyond, to touch even those who have not yet put a name to their own spiritual life, and those who are from other traditions.*

☐ **A Sense of Place**

Camp Mokule'ia has been referred to as "A Sacred Place Apart" (translated into the Hawaiian language, "He wahi' la'a oko'a."). The question is raised, "How does Camp Mokule'ia differ from the nearby public beach, or the other camps down the road?"

Peter Bergstrom, Executive Director of ECCC (Episcopal Camps & Conference Centers, Inc.) has advised, that the camp be intentional about its entry, amenities, services provided, and even its logo. "Block off the road's noise & distraction with attractive, native Hawaiian bushes, and carefully designed pathways. Move parking elsewhere (e.g., to the campground). To really have a retreat and/or nature experience, totally separate people from cars and traffic. It is enchanting to park your car...and then go through a gateway and discover another world!"

☐ **Creation Spirituality.**

There are times when God may be easily sensed in the surroundings of creation's beauty. Whether it is the power of a sunset over the ocean, or the gentle, regular beat of the waves upon the shore; whether it is the immensity of stars visible in the heavens, or the quiet trill of a seabird, even the appearance of the honu (sea turtle), we may feel closer to God when we are closer to nature.

Some will seek a connection with God, intentionally. For others, it will come as a surprise. Opportunities to find God in His 3.15-acre Mokule'ia sanctuary may also be created by designating framed ocean view spots, sunny &

shaded seating areas, and finally posting placards throughout the property, which contain Scripture, Hawaiian sayings, & proverbs, whereby one may sense, “God is here!”

☐ **Hospitality.**

Welcoming the stranger is a foundational value of most religious traditions. It must reach out to the person who visits the website, inquires by phone, or checks-in at the property. Everyone associated with Camp Mokule’ia, from the Executive Director to the maintenance staff, should manifest this hospitality.

☐ **Community.**

While some have journeyed to Mokule’ia for solitude, most have arrived at Camp Mokule’ia in a group, for a retreat, education, renewal, or business. The property offers ways for people to connect and relate. Meeting, eating, worshiping and recreation locations encourage the building of community. Outdoor, inviting, conversation spaces, with simple canopies for various sized groups, may be considered, where individual spirits are nurtured, and participants may be transformed by each other.

In addition, “A chapel, outdoors, simple, centrally located, should be a top priority,” stated Bergstrom. “Facing the ocean, the chapel would bring spirituality to the very center, along with smaller, more secluded meditation areas.”

☐ **Renewal.**

Those who come to the Mokule’ia Camp & Conference Center should return home, with a feeling of renewal, whether of mind, body or spirit, or best yet, all three, having a sense of place that lingers long after their Mokule’ia experience is over, and thus are ready to do God’s work wherever they will be.

*O gracious God, when work and responsibility wrap around our lives like a woolen cloak, and wonder is closed off, guide us back to those places where our souls may lie open to the cool breath of mystery from your Spirit. Then open our eyes to behold your hand in earth, sky, and ocean, that we may rejoice in your whole creation. For the sake of Your great love. Amen.*

## Implementation of Directives to date.

There are four specific directives to implement in the transition period. They include

- 1) a statement of spiritual focus to be widely circulated and to be included as a part of any Mokuleia endeavor or planning,

**Included in the work of the reconstituted board and Executive Director as it develops its vision, objectives and strategic plan. Attached TAT spiritual focus that guided its recommendations was distributed to Camp Mokuleia Executive Director with all the recommendations and resources used.**

- 2) developing a strong, diverse board of directors with the skills, experience, motivation, and networks to best serve the mission of Mokule‘ia in planning policy, fundraising, and oversight,

**Three new board members have been appointed and efforts to build the board membership continue. Of particular interest would be someone from the North Shore Community, someone from the Hawaiian community and some gender diversity. The current board members are: Lee Bell, Marvin Foltz, David Kennedy, Charley King, Art Kusumoto, Richard Sutton (Chair), Rick Vinson, Andrew Walmsley.**

- 3) that Board hiring a permanent executive director,

**David Turner was hired as Executive Director effective August 1, 2010, having served as interim Director for almost a year. During his interim period, staff changes, operational and financial direction, and site improvements have steadily improved.**

- 4) that Board developing a strategic plan, setting priorities and achievable benchmarks in fundraising and re-vitalization this “sacred place apart.”

**Board meets once a month, and a retreat for continuing and new board members was scheduled September.**