

<b>Name of Church</b>
Church of the Crossroads UCC
<b>Address</b>
1212 University Ave Honolulu, HI 96826
<b>Conference:</b>
Hawai'i
<b>Association:</b>
O'ahu Association
<b>Title</b>
Senior Pastor
<b>Start Date</b>
Feb 1, 2026
<b>Description</b>
Hold

### Church Contact Information

---

(808) 949-2220 (Business)

### Listing Information

---

#### Web Presences

<https://www.churchofthecrossroadshawaii.org>

Type: Professional

#### Additional Formal Ecumenical Affiliations

none

#### UCC Conference or Association Staff Contact Person

**Name:**

Jonathan Roach

**Title:**

Dr.

**Phone:**

808.895.8710

**Email:**

jroach@hcucc.org

### Summary Ministry Description

Church of the Crossroads is a vibrant, multifaceted congregation grounded in a history of heeding God's call, even when it does not suit popular opinion or cultural norms. We are an inclusive, culturally diverse, open and affirming congregation that offers genuine affection and care to members of our community. We also have a long-standing commitment to active participation in social justice, peace, and care of creation. Love and action are core to our identity and provide a strong foundation for our presence in the world. Come join our community as we grow our mission, whether that's through reaching out to our geographical neighbors in Mo'ili'i or greater Honolulu, partnering with organizations that share our values, or connecting to the international community via Zoom. Come share in the challenges and joys of helping us formulate and manage this vision. We no longer assume that people will just come to church, because that expectation is from a former time. Yet we know many people are seeking community, purpose, and spiritual meaning, and we aspire to meet those needs.

What we have to offer is distinctive within the context of Christianity. Our progressive theology provides an intelligent and reflective look at scriptural traditions and honors God's ongoing revelations of wisdom and truth. Bring your passion for teaching and preaching, and help us deepen our faith. Help us create more opportunities for children, youth, and adults to gather, learn, discuss, retreat, study the Bible and engage with contemporary issues. As we envision increasing our community involvement and interacting with people beyond our congregation, help us become more intentional about our actions, so that we grasp more fully why we do what we do. Our pastor does not have sole responsibility for that work. We seek someone who can also instruct and facilitate lay leadership as we grow in our ability to "Do justice, love kindness, and walk humbly with God." (Micah 6:8)

### Church pictures



Individual default avatar



### What we value about living in our area.

Honolulu offers a natural environment and cultural depth like no other place in the U.S. An island setting offers excellent weather and easy access to nature. This is coupled with urban amenities that support rich artistic, theatrical, civic and intellectual communities.

Honolulu is truly a multicultural and multiethnic city, shaped by Native Hawaiian culture as well as generations of immigration from across the Pacific and Asia. This diversity has resulted in linguistic breadth, community engagement across demographics, and a general ethic of respect for people and place.

Our location's cultural richness and deep humanity combined with its role as the education, healthcare, and professional center of Hawaii make this an excellent place to raise a family.

Honolulu also offers opportunities for someone who wants to make a difference in the world. Development, external investment, and tourism have produced economic disparities, disruptions of traditional cultural and agricultural practices, and significant stresses on the environment. Practical community-based work and creative thinking with an awareness of cultural complexities can make a real difference.

A logistical challenge here is the higher cost of living, but this is offset by a culture much less focused on consumption and material acquisition. People and relationships are central to life in this place. Fortunately, we are able to offer housing to our successful candidate.

### Current size of membership

190

## Average in person attendance

60

## Does your church hold virtual worship services?

Yes

## Choose platform type(s) and number for virtual worship.

**Video Conferencing**

On average, how many devices are logged in per service?

35

## Languages used in ministry

English, primarily; some Hawaiian

## Position Title

Senior Pastor

## Position Duration

Designated Term

## Compensation Level

Full Time

## Does the total support package meet conference compensation guidelines?

Yes

## Link to current Conference guidelines

[Download compensation guidelines](#)**Scope of Work**

Some fields reference The Marks of Faithful and Effective Authorized Ministers of the United Church of Christ .

The United Church of Christ recognizes *The Marks of Faithful and Effective Authorized Ministers* in the formation of ministers, in the practice of active ministry, and throughout life. For the purposes of completing a denominational Profile, ministers are asked to spend some time with the *Marks*.

## The Scope of Work developed by our church using the Call Agreement Workbook.

*No response*

## 3 core competencies that we imagine could be foundational in our next minister's relationship with the church.

## First:

We are looking for a pastor who is a **creative strategic planner**. The pastor will need to quickly grasp the spiritual, logistical, and communal threads of the church and find ways to help us move forward. We are looking for a pastor who is willing and able to serve our diverse congregation. We also need someone who can articulate a theologically clear vision for social engagement. This will allow us to develop outreach to the University community a few blocks away; engage with issues of social and environmental justice; develop our young people's programs; and steward our property and buildings. In addition to vision formation and casting, this strategic planner would have the pragmatic organizational skills and ability to work collaboratively with others to bring ideas to fruition.

## Second:

We are looking for a **pastoral shepherd** who is generous with time and attention, and who has a genuine heart for attending to the emotional and spiritual needs of the members of our diverse congregation. We have elders in our congregation who need a caring shepherd for their time of life. We also have young families with their unique needs as they navigate parenting, careers, and relationships. We have youth grappling with questions about purpose, identity and faith. We seek a compassionate pastoral shepherd with sincere interest in caring for each of these groups. We understand that one person cannot meet every need on an individual basis. However, we hope the pastor will be alert to these needs and seek ways to address them, whether through developing ministries or actively cultivating lay leadership.

Third:

We seek an **intellectually curious theologian/thinker/storyteller** engaged in contemporary issues. We are looking for a pastor who is able to combine sound theological reasoning with effective preaching and teaching so we can continue to learn, think, and grow. As a congregation we are interested in how our journeys of faith can be lived out in today's world through ethical actions and engagement in environmental and social justice. To this end, we seek a pastor who draws together threads from many disciplines and world perspectives; demonstrates a high level of critical thinking; distills complex concepts and arguments into straightforward language; and offers thought-provoking sermons and other ways of teaching. Our ideal pastor would be someone who uses accessible stories and language to convey complex truths that lead to learning and growth.

**Compensation and Support**

The salary basis comes from the Call Agreement Workbook, equal to Cash Salary plus Value of Parsonage/ Housing Allowance. The Conference can assist in determining these amounts or provide a worksheet to be used to calculate these values.

SALARY AND BENEFITS OFFERED: SALARY BASIS: ITEM OFFERED	AMOUNT OR PERCENTAGE(IF DETERMINED)	IS THIS NEGOTIABLE	PASTORAL CANDIDATE DETERMINES
Salary (Cash basis determined from Conference/ Association Guidelines)	0	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Housing Allowance	0	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any Experiential Difference (Related to years of experience)	0	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Salary Basis: 0			
Pension/Annuity	0	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Social Security and Medicare Offset	0	<input type="checkbox"/>	<input type="checkbox"/>
Medical/Dental Insurance	0	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Life Insurance	0	<input type="checkbox"/>	<input type="checkbox"/>
Disability Insurance	0	<input type="checkbox"/>	<input type="checkbox"/>
Worker's Compensation	0	<input type="checkbox"/>	<input type="checkbox"/>

**If needed, please comment further on your church's salary and benefits for the minister.**

The church is prepared to offer a compensation package in keeping with HCUCC guidelines and in alignment with a candidate's education, background and experience. Total package range for most candidates would be between \$90,000-\$110,000 inclusive of housing. (Standard benefits include vacation, sick leave, health insurance, pension contributions, and professional development opportunities.)

**The expected living situation for our next minister.**

The church has a parsonage available for use by the pastor. If the pastor has a local residence or alternative plans, a housing allowance will be given.

If a parsonage is provided, will the church offer a home equity allowance to the pastor? (The recommended guidelines for a home equity allowance is equal to 1.5% of the average home value in the community; this is considered taxable to the minister. The Housing Equity Offset should not be calculated into the Salary Basis upon which other Benefits are determined. Churches should consult a tax advisor prior to establishing any account for an equity allowance to ensure compliance with IRS rules on nonqualified deferred compensation plans.)

No

To be determined, on a case by case basis.

How our church will adopt part-time adjustments in the pastoral schedule to support a minister's bi-vocational employment.

N/A (individual inquiries may be made to the Search Team)

Additional reimbursements the next Pastor can expect to receive as part of their employment:

Reimbursement for use of personal vehicle.

Conference and/or Association meeting registrations

Peer and professional supports available for ministers in our association/conferences.

Crossroads church maintains good standing with the Oahu Association, the Hawai'i Conference UCC, and the National UCC.

Opportunities for peer and professional support exist in the form of conferences, retreats and regular leader gatherings. In particular, there is notable peer support among churches and clergy within the relatively small Oahu Association.

## Who Is God Calling to Minister with Us?

---

The ministry goals we envision our next minister collaborating with the congregation to achieve.

Church of the Crossroads is an inclusive, culturally diverse, open and affirming community that offers genuine care and support to our congregants and has a long-standing commitment to active participation in social and environmental issues. Both of these qualities, love and action, are core to our identity and provide a strong foundation for our presence in the world.

We also recognize that the role of church in society is shifting. Therefore, we envision calling a pastor who will collaborate with us and help us expand on our traditional sense of purpose while strengthening and energizing us for greater fruitfulness in the future.

Our current congregation is more than the people who come to the sanctuary on Sunday morning. We have an active contingent of house-bound, diasporic, and international congregants who are connected through Zoom. We are looking to grow our ministry with these folks. We also want to partner with community organizations that share similar values with us. We have a reputation for being a "safe space" in a time when many people do not find religious institutions accepting. Since many people are looking for purpose, meaning, and a spiritual connection, we would welcome a minister who can help us further articulate outreach and connection, re-evaluate the use of our church and its facilities (both our buildings and our technology), and guide us as we explore new ways to share God's aloha.

How our vision of the minister we are now seeking will assist the congregation in making an impact beyond its walls.

Crossroads has a long history of impact beyond its walls. We actively advocate for national and international issues such as peace, environmental protection, social equality, and economic justice. We take hands-on action on local issues such as Hawaiian cultural preservation, domestic violence, and homelessness in our direct community. Our members cook weekly for a homeless shelter; engage in not-for-profit and civic efforts across the island as workers or volunteers; and help author and pass legislation impacting economics, justice and the environment.

We are known as one of the most socially and environmentally active faith communities in Hawaii. Even so, we do not wish to dwell only upon our past or current practices. We wish to continually look afresh at how God might be calling us to effectively serve our world.

Our minister would help us understand the theological foundations of social action, help us reflect on further opportunities with our resources, cultivate hope and enthusiasm, develop new leadership for our projects, and offer thought-provoking and intellectually rigorous perspectives as we think anew about contemporary issues and reach out to like-minded community partners. Since academic communities such as the University of Hawaii at Manoa are critical partners, it would be an asset to have a minister with current or previous engagement in academia, though this is not a requirement.

An expanding vision for facilities use may arise in upcoming years. This task needs to be addressed thoughtfully, since our buildings, which integrate Chinese, Japanese, Hawaiian and Western design elements, are listed on the National Registry of Historic Places and are cherished architectural embodiments of the diversity of our congregation. We can approach this gradually. But, with four main buildings surrounding a central courtyard, two additional buildings used for a pre-school, and some other properties, this may be an opportunity for future missional vision.

Language requirements or culturally-specific capacities preferred in a next ministerial leader, and why those matter to the congregation's sense of calling.

Church of the Crossroads was the first intentionally interracial church in Hawai'i. We continue our tradition of diversity by being Open and Affirming, welcoming all persons, and affirming the many pathways of living out faith. We honor the indigenous host culture of Hawai'i. We also honor the cultures of the diverse ethnic groups that have settled in Hawai'i. Therefore, our minister should be open to developing knowledge of Hawai'i's diverse cultural contexts, its history, and its current issues. The main language is English, and there is some use of Hawaiian. We use inclusive language.

Based on what we have learned about who our church is, who our church's neighbor is, and who God is calling the church to become, these are four areas of excellence from The Marks of Faithful & Effective Authorized Ministry that our next minister will display to further equip the congregation's ministry in these areas.

We believe you may find us to be kindred spirits if you enjoy:

- **Working Together for Justice and Mercy** (and exploring challenges facing the world and the church's unique position for action);
- **Engaging Sacred Stories and Traditions** (and interacting with scripture in a reflective and enlightening manner);
- **Exhibiting a Spiritual Foundation and Ongoing Spiritual Practice** (and walking with people on their own spiritual journey);
- **Caring for All Creation** (by respecting not only the diversity of Hawaii's people and cultural traditions, but also the flora and fauna of our fragile ecosystems).

We believe you will enjoy ministering with us if you:

- Embrace progressive theology, enjoy engaging in contemporary thinking, and like to deliver thought-provoking sermons that apply theological insights to issues confronting our daily lives and our world;
- Have a collaborative style, are comfortable with strong lay leadership, and like drawing on and developing gifts, talents and passions of congregation members;
- Love studying and learning;
- Are a good communicator and teacher;
- Are passionate about social justice issues and can speak publicly on this topic;
- Possess a compassionate and pastoral heart and enjoy caring for elders and those facing health and life challenges;
- Enjoy working with younger generations and enjoy building programs to effectively serve them;
- Enjoy developing and maintaining relationships with like-minded action partners in the community;
- Are comfortable taking responsibility for administrative oversight of church staff and ministries, even if we have to consider providing additional support staff or staff hours to aid in these tasks;
- But mostly, if you are excited about inspiring possibility and hope as we discern together a fresh definition of church for the times in which we live.

## Who Is God Calling Us to Become?

---

"You shall love the Lord your God with all your heart, and with all your soul, and with all your mind." (Matthew 22:37 NRSV)

Who God is calling us to become as a congregation.

We believe God is calling us to continue to be an inclusive, culturally diverse, open and affirming community that offers genuine affection, care, and support to one another. We believe we should actively participate in issues of social and environmental justice. We should be a community of hope, joy, celebration, music and drama. We believe that we are called to find ways to live out a progressive theology with intelligent curiosity and heart. We seek opportunities to learn, and we appreciate sermons that are thought-provoking. We believe we should engage actively in the church with honesty and integrity and that we are called to work towards cohesiveness as we embrace our beautiful complexity.

As a church, we feel that we should develop an intergenerational fellowship – to grow and strengthen our families' and children's programs, provide more welcome and support for young people, and address the legitimate needs of our aging congregation. We should continue to embrace current technologies that help people find us and identify ways to bridge the physical distance between our Honolulu- and Zoom-based congregations. We feel we are called to develop greater connections with the community of the University of Hawaii and with the local community. We are also being called to good stewardship and to learn how to better manage our property and facilities.

We understand that this model of our church may need to change to meet the needs of our time, and we are eager to meet that challenge.

How God is calling us to reach out to address the emerging challenges and opportunities of our community and congregation.

The church has a history of excelling in building genuine community and engaging in faith-inspired social activism. The primary challenge for the next period is continuing our faith-based social action while also cultivating genuine community across increasingly diverse populations.

This church family reaches far beyond its geographic Mo'ili'ili neighborhood. Our proximity to the University of Hawaii at Manoa and frequent co-programming with them makes the church a hub for the academic and intellectual community of Oahu. The church's commitment to socially progressive issues has also made it a magnet for similarly-minded people from across Oahu. Additionally, Crossroads has attracted a significant number of new families who would like their children to be raised in a faith community. Finally, an online community, dubbed the Cosmic Bamboo Hui, was formed during the COVID pandemic and has grown into a global, active, and fully integrated part of the church.

Racially, ethnically, culturally, and linguistically, the church is represented by people with roots in various Pacific Island, Asian, American, African, and European backgrounds. Economically, the church is also diverse and includes individuals who are currently or formerly houseless, individuals on limited fixed incomes, and individuals of middle and upper middle-class situations. The church's open and affirming theological stance makes it a home for people with a range of gender and sexual expressions.

With an aging population, we need to make efforts to relate to and nourish the under-50 crowd among us and push into new directions. We need to learn how to support the needs of the next generation.

The main ministry goal for the next period of our church is to support and find ways to build significant community relationships across these diverse age, ethnic and cultural groups. A suitable pastoral candidate would recognize our range of constituents and embrace the needs of our broad demographics.

## Congregation Reflections

---

We would describe our congregation's life of faith as...

Our thoughtful, liberal faith is characterized by regard for scripture, but also by recognition of the complex historical conditions impacting our present texts and interpretations. We embrace Church history, diverse hermeneutics, liturgical traditions, music, art, and science as accompanying avenues to help us understand God and engage faithfully in the world.

Part of our most recent covenant, adopted in 2019, includes the following:

We aspire to follow the teachings of Jesus as revealed in scripture and to discern the ways God continues to reveal wisdom and truth.

We affirm the many pathways to the divine and seek to respect and live in harmony with persons of all faiths and spiritualities.

We welcome all persons, including those who differ in age, gender, social and ethnic background, sexual orientation, gender identity, and physical or mental ability.

We are a Just Peace church that actively works toward social, economic, and ecological justice in the care of God's whole creation.

We welcome with compassion those who are immigrants and strangers and who come to us fleeing poverty, famine, injustice, or violence.

We honor the indigenous host culture of Hawai'i.

Strengths or positive qualities of our congregation.

We are a **diverse but cohesive community** sharing life and ministry together. A deep and genuine care for one another becomes evident during regular church life and also during critical times of need, such as illness, death, economic hardship, and emotional stress.

We are **strongly committed to social action**. From the founding of the church by students as Honolulu's first intentionally multiethnic, interracial church in 1923, Crossroads has continued to be at the cutting edge of social progress. During the Vietnam War era, the church took a public stance against the war, providing sanctuary for conscientious military objectors. This controversial stance, among the first by a faith community in the US, led to strong government pressure and to the departure of some members from Crossroads in 1969. Our adoption of Just Peace (1992) and Open and Affirming (1993) covenants are continuations of our willingness to act on issues aligned with our faith, even if it might be hard or controversial. We remain very active in the community.

Finally, we are **intellectually curious**, proactively pursuing life-long learning. We create an environment full of stimulating ideas and opportunities to learn.

A growing edge for our congregation and what we plan to strengthen as a congregation

As a church that has maintained a 100-year tradition of faith in **action**, both within the church and beyond its walls, we are confronted with a new reality: diminishing human resources due to an aging congregation and the changing landscape of U.S. Christianity. Yet we are excited about facing this challenge. We bounced back well from COVID-19 and we are growing, but we still have much work ahead.

We do not want to pursue growth only for survival's sake. We wish to move beyond thinking only about *how* to survive the decades ahead, and to think about *why* we should survive. What is our unique purpose? Our experience tells us that Crossroads manifests a type of faith that is distinctive, powerful, and worth perpetuating. We believe we have a significant role to play in Hawaii and, through our faithfulness, we can perhaps play a small part in shaping an alternative future path within traditional Christianity.

We need now to identify our most valuable contributions, situate them within a mature theological framework, and be intentional about teaching, nurturing and living out these qualities. We are looking for a ministerial leader who is excited to walk that journey together with us.

#### What worship is like when our congregation gathers.

Our services are held in a historic, art deco sanctuary with candles, responsive readings, sacraments, and hymns, following liturgical traditions, but in a relaxed way.

Open announcements allow members to freely share and celebrate community involvement. An open mic prayer time lets members voice prayer concerns, often with deep concern for world events. The invitation to the offering includes moving personal testimonies.

Sermons are thought-provoking, intelligent, and connected to current events. Our present senior pastor rarely reads a script from behind a lectern.

Altar banners and paraments made of traditional Japanese and Hawaiian textiles honor cultures important to us. On the anniversary of WWII Japanese internment, worship included an art display made by members. Hawaiian chants and hula are often integrated into our worship.

Traditional hymns and choral music tie us to history. Music from diverse cultural traditions expands our experiences. Homemade instruments made from recycled trash are sometimes included in worship. The Doxology is sung weekly in Hawaiian.

Zoom members participate actively in announcements, prayer time, and lector rotations.

We maintain inclusive language.

#### The educational program/faith formation vision of our church.

The church has a paid part-time Associate for Families, Children and Youth who runs children's Sunday school. Children also join in events such as an Easter egg hunt, a Christmas pageant, and recycling projects. Teenagers may join a faith-exploration program where they are paired with an adult mentor for spiritual and personal growth. Children and youth also participate in Sunday service as acolytes. Many of these activities are organized by lay volunteers.

The church is eager to expand our children's programs and envisions a robust weekly youth group.

Sunday adult education programs have included sessions on comparative religion with guests from Islamic, Baha'i, Buddhist, Native Hawaiian, Jewish, and Confucian traditions. Other topics have included protection for immigrants, support for the unhoused, elderly health, and personal faith.

A men's group allows men to discuss faith, share life experiences, and support each other. The online community meets regularly for sharing, discussion and support. There is an online book club and lectionary study.

The church is eager to expand its adult education offerings, particularly on topics that bridge theology and practical social engagement.

#### How our congregation is organized for ministry and mission.

Crossroads has three paid ministry leaders: a Senior Pastor, Associate for Families and Youth, and Music Director. The music and youth ministry take direction from the pastor. There are 4 mission teams: Administration, Service, Nurture, and Peace, Justice and Stewardship of Creation. Teams, officers and ministers report through a Coordinating Council that meets monthly. Its elected members are the directors of the church. Officers are the Moderator, Moderator-elect, Treasurer, and Clerk. The Council reports to the congregation. There is at least one congregational meeting every year to elect officers and council members, approve the annual budget, and conduct other business. Bylaws and covenants are approved by the congregation and updated as necessary.

Minutes of the Council and Congregational meetings are available. Communications also flow through the mission teams.

Announcements are given at every Sunday service, a weekly email is distributed, and an occasional newsletter sent to all participants.

A church website is available to everyone. Meetings of the mission teams and other church teams are held in person, through social media, via Zoom, or by hybrid participation.

When it comes to decision-making, 10 hours are spent in meetings per month.

Is the pastor expected to attend all church meetings?

No

In times when action had to be taken quickly, for example when a crisis or disaster occurred. These were the key leaders in taking this action and this was accomplished by...

A few years ago we had an overnight storm that brought down a massive and beloved banyan tree planted by a church member in 1935. Fortunately no one was hurt and there was minimal property damage, but it was an emotional blow to our community.

At morning light, our custodian called our pastor, who alerted members of the Property Use and Maintenance committee. Members sprang into action to complete tasks such as patching a small hole in the roof, filing insurance claims, and coordinating volunteer and professional tree removal. A special email was sent out to the congregation. As we mourned, people from the surrounding community also came to mourn the loss of this neighborhood landmark. Children from the nearby preschool (The Early School) came to honor the fallen tree. Police who use the property for lunch, breaks, and R&R did too.

One of our members took cuttings and rooted them. We now have three seedlings which are occasionally brought into the sanctuary during worship. A commemorative T-shirt was available. We also established a committee to re-design the site of the fallen tree.

A copy of an organization structure, by laws and/or annual report to further explain the patterns of the church's activity and governance

[Annual Report 2024\\_Final.pdf](#)

## 11-Year Report

Download a copy of the 11-Year Report developed with the help of our conference staff and UCC Data Hub.

[Download 11-Year Report](#)

## Congregation Demographics

Describe those who participate in your church.

DEMOGRAPHIC	NUMBER
NUMBER OF ACTIVE MEMBERS:	178
NUMBER OF ACTIVE NON-MEMBERS:	19
TOTAL OF CHURCH PARTICIPANTS (SUM OF THE NUMBERS ABOVE):	197

ARE THESE NUMBERS ESTIMATES?

Yes

Percentage of total participants who have been in the church:

TIME	PERCENTAGE
MORE THAN 10 YEARS:	75%
LESS THAN 10, MORE THAN 5 YEARS:	15%
LESS THAN 5 YEARS:	10%

ARE THESE NUMBERS ESTIMATES?

Yes

Number of total participants by age:

AGE	NUMBER
0-11	12
12-17	11
18-24	9
25-34	15
35-44	16
45-54	22
55-64	16
65-74	49
75+	47

ARE THESE NUMBERS ESTIMATES?

Yes

Percentage of adults in various household types:

HOUSEHOLD TYPE	PERCENTAGE
SINGLE ADULTS UNDER 35:	8%
HOUSEHOLDS WITH MINORS:	4%
SINGLE ADULTS AGE 35-65:	20%
JOINT HOUSEHOLDS WITH NO MINORS:	20%
SINGLE ADULTS OVER 65:	48%

ARE THESE NUMBERS ESTIMATES?

Yes

Education level of adult participants by percentage:

EDUCATION LEVEL	PERCENTAGE
HIGH SCHOOL:	5%
COLLEGE:	50%
GRADUATE SCHOOL:	25%
SPECIALTY TRAINING:	15%
OTHER EDUCATION LEVEL:MD, Legal, Architect	5%

ARE THESE NUMBERS ESTIMATES?

Yes

**Percentage of adults in various employment types:**

EMPLOYMENT TYPE	PERCENTAGE
ADULTS WHO ARE EMPLOYED:	34%
ADULTS WHO ARE RETIRED:	61%
ADULTS WHO ARE NOT FULLY EMPLOYED:	5%

**ARE THESE NUMBERS ESTIMATES?**

Yes

**The range of occupations of working adults in the congregation:**

Some occupations represented in the church include: university professors, business executives, teachers, social workers, architects, medical professionals, legal professionals, athletic coaches, not-for-profit managers, government workers, and military personnel. Many of our congregants are retired and contribute their time to family, the community and the church. Some are unemployed for various reasons, and some congregants do significant 'invisible work' including home-making and caring. Some of our participants are students.

**The mix of ethnic heritages in our congregation, and the overall racial make-up.**

About 50% of the in-person congregation is of European-American heritage and 35% of East Asian-American heritage, including those of Japanese, Chinese, Taiwanese, and Korean backgrounds. 10% is of Hawai'ian/Pacific Islander background and 5% is African-American.

About 60% of the congregation was raised in Hawai'i and has deep family roots here. Others moved to Hawai'i for school, work or retirement.

A recent tally of online participants on one Sunday included 13 of European-American, 3 of mixed, 1 of Afro-Caribbean, 1 of South Asian, 7 of East Asian, and 8 of unknown backgrounds.

**What diversity means in our context?**

Crossroads really is diverse. Racially, ethnically, culturally, and linguistically, the church has people with family roots in the Pacific Islands, Asia, the Americas, Africa, and Europe. Economically, the church includes individuals who are currently or formerly houseless, individuals on limited fixed incomes, and individuals of middle and upper middle-class situations. The church's open and affirming stance makes it a home for people with a range of gender and sexual expressions.

**Has our congregation recently had a conversation about welcoming diversity, or do we plan to hold one on the near future**

Yes

DATE COMPLETED:

**Comment after the exercise:**

We adopted an Open and Affirming stance in 1993. Our most recent covenant, adopted in 2019, continues to affirm the critical value of diversity to our congregation. In addition to these formal statements, we also regularly visit and affirm the value of diversity regarding race, ethnicity, culture, sexuality, gender expression and economics through our sermons, discussions and everyday lives. Diversity is inseparable from the founding of our church and remains one of our most dearly held values.

**Participation and Staffing**

---

## Participation and Planning of Gatherings

WAYS OF CHURCH GATHERING	ESTIMATED NUMBER OF PEOPLE INVOLVED IN ATTENDANCE	WHO PLANS EACH OF THE LISTED GATHERINGS
Adult Groups or Classes (in person or online)	45	lay members
Baptisms (number last year)	4	Senior Pastor
Children's Groups or Classes	14	associate pastor
Christmas Eve and Easter Worship	100	senior pastor & music director
Church-wide Meals	75	lay members
Choirs and Music Groups	31	music director & laity
Church-based Bible Study	7	senior pastor
Communion (served how often?)	85	once a month, senior pastor
Community Meals	120	3-4 times a year, laity
Confirmation (number confirmed last year)	0	n/a
Drama or Dance Program	0	n/a
Funerals (number last year)	2	senior pastor
Intergenerational Groups	32	lay members
Prayer or Meditation Groups	8	lay members
Public Advocacy Work	46	laity
Retreats	80	senior pastor & laity
Weddings (number last year)	1	couple with senior pastor
Worship (digital / online / livestream)	52	senior pastor
Young Adult Groups or Classes	0	associate pastor
Youth Groups or Classes	4	associate pastor

## Worship Times

WORSHIP (TIME SLOT):	ESTIMATED NUMBER OF PEOPLE INVOLVED IN ATTENDANCE	WHO PLANS EACH OF THE LISTED GATHERINGS
10:30-11:45	80	Pastor + music director

## Additional comments:

In addition to our in-person service, an online Zoom part starts from the UK at 10am Honolulu time. Online participants are invited to actively participate and to remain afterwards for additional 'talk story'. An online group and a book club are also hosted from the UK.

(See the community vision section below for more information on our activities beyond Sunday morning worship)

Two notable characteristics: 1) Church life at Crossroads extends far beyond Sunday morning activities. 2) Our ministry activities have high active lay leadership involvement in planning and execution.

List of all members or regular participants in our congregation who are ordained or commissioned ministers, or who hold Lay Ministerial Standing. Additionally the names of Members in Discernment in our congregation.

NAME	THREE-WAY OR FOUR-WAY COVENANT	MINISTRY SETTING	TYPE OF MINISTRY ROLE	RETIRED
Judy Fiocco	3	Church	Pastor	<input type="checkbox"/>
Frances Wong	none	Church	Pastor	<input type="checkbox"/>
Neal MacPherson	none	Church	Pastor	<input checked="" type="checkbox"/>
George Scott	none	School	Chaplain	<input type="checkbox"/>
MacArthur Flournoy	3	Community	Pastor	<input type="checkbox"/>

Previous pastors or retired ministers who currently hold membership in the church and their role(s) in the life of the congregation:

These previous or retired ministers occasionally fill the pulpit when vacation or other coverage is needed. Otherwise, their role is like that of any other member. Our previous music director of 27 years is now retired and remains a member of the church. He sometimes plays piano for special occasions.

List of all current staff:

STAFF POSITION	HEAD OF STAFF	COMPENSATION	SUPERVISED BY	LENGTH OF TENURE FOR CURRENT PERSON IN THIS POSITION
Custodian	Senior Pastor	part	Senior Pastor	30 years
Church Administrator	Senior Pastor	full	Senior Pastor	10 years
Custodian	Senior Pastor	part	Senior Pastor	3 years
Childcare	Youth Pastor	part	Youth Pastor	8 years
Childcare	Youth Pastor	part	Youth Pastor	1 year
Music Director	Senior Pastor	part	Senior Pastor	1 year
Tech Technician	Senior Pastor	part	Senior Pastor	5 years
Tech Technician	Senior Pastor	part	Senior Pastor	3 years
Youth Pastor	Senior Pastor	part	Senior Pastor	4 years

Reflection: What this information reflect about our congregation's overall ministry:

Our congregation's part-time Associate for Families and Youths manages a children and youth program, but this area needs greater attention to support our growing population of families with children.

With an aging population, our congregation has frequent encounters with sickness and death. The Senior Pastor has been the main provider of pastoral care. We hope to maintain faithfulness in this important area.

The online church includes housebound congregants and people in other geographic regions. It has been a successful first contact for several current in-person participants.

## Church Finances

---

**Current Annual Income**

SOURCE	AMOUNT
Annual Offerings and Pledged Giving	258839
Endowment Proceeds (as permitted within spending policy, such as a cap of typically 4.5%-5% on total return)	21540
Fundraising Events	8613
Gifts Designated for a Specific Purpose	5400
Rentals of Church Building	331407
Loose offerings	4968
<b>Total</b>	<b>630767</b>

Current annual expenses (dollars budgeted for most recent fiscal year):

578335

Attach most recent church budget, spending plan, operating statement, or annual treasurer's report as shared publicly with the congregation, or – if your church does not pass an annual budget–list current budgeted expenses here.

[Download church budget](#)

Considering total budgeted expenses for the year, compare total ministerial support. What is the percentage?

15

Has the church ever failed to pay its financial obligations to a minister of the church?

No

Is your church 5-for-5, i.e. does it include each of the following contributions during the church year? (indicate those included during the most recent fiscal year)

- Our Church's Wider Mission (OCWM – Basic Support)
- One Great Hour of Sharing
- Neighbors in Need

In what way is OCWM (Basic Support) gathered?

OCWM is budgeted as a fixed dollar amount with the Operating Budget \$12,600. Half of the operating budget is designated to the UCC National Church, and the other half is given to the Hawaii Conference UCC.

In addition, there are 2 special UCC offerings collected annually: Neighbors IN Need and One Great Hour of Sharing. These offerings are not budgeted, but congregants are encouraged to donate, with any funds donated forwarded to the Hawaii Conference.

If calculated as a percentage of operating budget, this is the percentage?

No response

Total amount of loan debt:

No response

Reason for debt:

No response

Are capital and other payments current?

Yes

**Capital Campaigns**

Description of any building programs projected or underway.

The church has no current or planned capital campaign. However, we previously raised funds during our 100-year anniversary. These funds are earmarked for various capital projects to make our buildings and facilities more suitable for continued future ministry.

**Pictures**

**Description of any capital campaigns in the last ten years:**

YEAR(S)	PURPOSE	GOAL	RESULT	IMPACT
0		0	0	
0		0	0	

**Description of any capital campaigns underway or anticipated:**

YEAR(S)	PURPOSE	GOAL	RESULT	IMPACT
0		0	0	
0		0	0	

**Description the prominent mission component(s) involved in the most recent (or current) capital campaign.**

Funds raised during our 100-year celebration are targeted for various campus projects, including upgrades to the HVAC, lighting, and sound systems of Weaver Hall, our main fellowship hall. These improvements will make the space function more suitably for large community events.  
We have a separate fund to purchase an organ.

**Does your church have an endowment?**

Yes

**What is the market value of the assets?**

996603

**Are funds drawn as needed, regularly, or under certain circumstances?**

As needed.

**What is the percentage rate of draw (last year, compared to 5 years ago)?**

0

**Describe draw on endowment, if any, to meet operating budget expenses for the most recent year and the past five years:**

Our endowment bylaws prohibit using money from endowment for operating budget.

**At the current rate of draw, how long might the endowment last?**

Forever, since we are not to withdraw any donated principal

**Please comment on the above calculations or estimates:**

No response

**Other Assets**

At the end of 2024, we had two bank accounts. The main account had \$214,624 and the second account had \$261,831. In the fall of 2025, the church moved \$330,000 into a money market account with Raymond James through our bank, which reduced the main account to approximately \$150,000 and the second account to approximately \$115,000. Of the second account and the money market account, a good portion is composed of Reserved/Restricted monies (\$243,942 at the end of 2024).

**Reserves (savings):**

No response

**Investments (other than endowment):**

137747

Does the church have a parsonage?

Yes

Fair market rental value of the parsonage:

4000

How is the parsonage used?

Currently not being used.

Street

Bingham

City

Honolulu

State

HI

Zip

96826

Finished square footage:

*No response*

Number of Bedrooms:

4

Number of Bathrooms:

*No response*

Assessed real estate value:

*No response*

Available for minister residence?

Yes

Expected minister residence?

No

Condition of structure, systems and appliances

*No response*

Entity in the church responsible for review and needed repairs

*No response*

Parsonage pictures

Description of all buildings owned by the church:

The church buildings, which are on the National Registry, include a sanctuary built in the early 1930's in art deco style merging Asian and Hawaiian elements; an office block; various teaching rooms; a large community hall with a commercial kitchen and a small stage; and a central courtyard and grounds. The sanctuary itself is light and airy and includes a small office and side wings. There is no air conditioning so we depend on open louvered windows and fans for ventilation. Additional classroom spaces are rented to a pre-school. The church also has two additional residential homes.

**Description of non-owned buildings or space used or rented by the church:**

The church does not rent additional space.

**Accessibility features of our building(s):**

Exterior access such as ramps for wheelchair users or people requiring other mobility assistance	Access to child care spaces for wheelchair users and people with other mobility aids
Accessible parking spaces	Large print bulletins
Interior access to different floors for wheelchair users or others with mobility aids (elevator, chair lift, ramps)	Wheelchair access in bathrooms

**Which spaces are accessible to wheelchairs:**

All of the main spaces of the church (the sanctuary, Weaver, Scudder, and Ross-Davis) are wheelchair accessible as they are connected by a main walkway set at ground-level, with ramps leading to both the sanctuary and to Weaver. The main walkway opens onto both parking lots. Weaver is also accessible directly from the (back) parking lot. Bathrooms are also accessible.

The only spaces in the church currently not accessible by wheelchair are an upper dais in the sanctuary and a small stage in the fellowship hall.

**Policies regarding financial practices of the church:**

The church has 4 mission teams: Administration, Nurture, Service, and PJSC. The Administration team has a Finance Committee, headed by the Treasurer, overseeing monthly expenses and budget. There is also an Endowment Committee, guided by bylaws, and headed by the past moderator. Routine bills, like utilities, are automated. Other expenses are paid after submission and approval of a check request. Expenses over \$1000 need approval by the church council. The annual budget is set by the council and submitted to the congregation at the annual meeting for discussion and a vote.

**Reflection: After reviewing the church's finances and assets described above, what this information reflects about our congregation's mission and ministry:**

We have solid capital assets, including strategically located property situated in an important part of Honolulu near the biggest university in Hawai'i. We desire to responsibly steward our assets to continue to utilize their potential for building community and connecting with others who share our values of love and action.

**Historical Information****Significant happenings in the history of our church that have shaped the identity of our congregation.**

Crossroads's 100+ year history of intentional diversity and social justice has been at the center of its identity from the beginning. Three historical events that have shaped Crossroads are its founding in the 1920s by a group of students with a vision to be the first interracial church in Hawaii, its provision of sanctuary to conscientious objectors during the Vietnam War, and its adoption of Just Peace and Open and Affirming policies in the 1990s.

The most important event for Crossroads in the past 10 years has been COVID. Though confusion and isolation characterized the early days, we demonstrated our deep commitment to one another by coming together for virtual worship and online fellowship. We also took turns providing groceries, meals, and transportation for members who needed extra support. One silver lining of this trying time is that our online community, aka the Cosmic Bamboo Hui, grew out of it and has become an integral and deeply enriching part of Crossroads.

**A specific change our church has managed in the recent past.**

Three years ago, our bookkeeper passed away unexpectedly. Doing the work of the church without a bookkeeper was a major upheaval. No one knew the passwords for accounts. No one in the congregation or staff had training in accounting, so even though the records were well kept, people did not know how to interpret them. We did not have access to finances. Meanwhile, it was the year of our hundredth anniversary celebration, and lots of donations were coming in.

The current and soon-to-be treasurer stepped in and spent hours managing the chaos. Things like tax documents were delayed and there were errors in some records. Everyone was mindful of the need to maintain trust with all constituencies about the church's finances. It took months to get things sorted out and to hire a new bookkeeper. Stability has now returned and we have an online

accounting system that is accessible to more than one person.

Every church has conflict, some minor, some larger. "Where two or three are gathered, there will be disagreement....". These are our congregation's values and practices when it comes to conflict.

As a congregation with strong cultural roots in Asian American and European American traditions that place a high value on civility and decorum, we tend to be polite, even when it comes to disagreement. If anything, our congregation may tend to hold in negative sentiments and not voluntarily share them. In such a context, we have had to intentionally and sensitively solicit input.

The most successful leadership in our church, whether ordained leadership or lay leadership, has been characterized by sincere and culturally sensitive listening. For example, as we sought reflections from the congregation for completing this profile, we actively solicited input via many overlapping formats and settings, including writing, interviews, anonymous surveys, specific questions, open-ended brainstorming, and group discussions.

This approach has worked well in our congregation, and we are a genuinely respectful and cohesive community without damaging underlying resentment or negativity.

The most recent major conflict through which our church has navigated.

As improbable as it sounds, our congregation has not experienced a major conflict in the past 10 years. That is not to say we do not have any conflict. These conflicts are those common to any human institution. We are able to work through them in healthy ways. In fact, when asked about this question, a member of the congregation laughingly remembered a time many years back when we had vigorous discussion while picking new paint colors for our fellowship hall. We feel very proud of ourselves if the biggest disagreement in our memory is a discussion over paint colors.

Ministerial History:

Name: David Baumgart Turner

Years of service: 9

UCC Standing

Name: Kyle Lovett

Years of service: 4

UCC Standing

Name: David Kiefer

Years of service: 1

UCC Standing

Name: Sharon MacArthur

Years of service: 1

UCC Standing

Name: Neal McPherson

Years of service: 20

UCC Standing

Name: Dave and Ruth Sandburg

Years of service: 1

UCC Standing

Name: James Fung

Years of service: 1

UCC Standing

What our church has learned about itself and its relationship with people who provided ministerial leadership.

The church is not looking for a pastor who is committed to only one issue of social justice at the expense of others, but prefers someone with a broader perspective. Our congregation appreciates a skilled preacher who delivers relevant content in an engaging way.

Has any past leader left under pressure or by involuntary termination?

Yes

Has your church been involved in a Situational Support Consultation?

No

Has a past pastor been the subject of a Fitness Review while at your church?

No

Has a previous minister been a contributor to conflict following their tenure as pastor?

No

## Community Vision

---

How the relationships and activities of our congregation extend outward in service and advocacy.

Our congregation's activities extend outward in diverse ways:

- Crossroads teams have prepared weekly meals for the Institute For Human Services for 35 years.
- We join Pride, No Dictators, and other public protests and celebrations.
- Our Peace, Justice and Stewardship of Creation group promotes social justice and environmental responsibility through legislation and advocacy.
- We share cross-faith dialogue and joint service with other faith groups.
- We offer worship and support for an online community.
- We run non-profits related to the environment, education, and welfare in Hawai'i and internationally.
- We participate actively in local arts.
- We regularly host community events for UH students, faculty, and the wider community through film screenings, an endowed lectureship, and social action activities.

Two notable characteristics: 1) Church life at Crossroads extends far beyond Sunday morning activities. 2) Our ministry activities have high active lay leadership involvement in planning and execution.

Our congregation's participation in meetings, relationships and activities connecting the wider United Church of Christ.

Our association holds a twice a year meeting, the Mokupuni and we always send delegates. Last spring we were the host. We also attend the Conference annual meeting, the `Aha Pae`āina. In the past members of our congregation have served on boards for association organizations and currently one member serves on the National UCC Board of Pensions. Members and staff have attended workshops and trainings sponsored by the association, and we have offered workshops and classes to others.

How our church engages with the community organizing movements in our community.

As outlined above, Crossroads actively participates in a wide range of community service projects on Oahu. We do not, however, engage as a congregation with any community organizing movements in our community at this time. Previously, Crossroads was an integral part of the community organizing body Faith Action for Community Equity (FACE), but after a change in leadership, FACE is reorganizing.

Many local churches love to tell the story of what they are doing in the community to transform lives. Some have identified certain aspects of their witness into the wider community using language shared with other UCC congregations, through Just World Covenants or affiliations with other groups. Check any of the following partnerships which your congregation has formally adopted, or movements which otherwise apply to your congregation.

Creation Justice.  
Just Peace.  
Open and Affirming (ONA).

What the above statement(s) mean(s) to our community. How our congregation plans to work toward the above statements of witness in the future.

Crossroads strives to live up to the vision of our founders. We will continue to partner with the Institute of Human Services by providing weekly meals for houseless individuals. Our Peace Justice and Stewardship of Creation committee will continue to recommend and ask for congregation approval to track major actions in state legislature and provide testimony on behalf of the church. Water safety, gun safety, and affordable housing were targeted for 2025. We will continue to provide safe space for 7 - 10% of our members who openly identify as LGBTQ. Testimony to this safe space is reflected in our *Invitation to the Offering* when members speak to the congregation about what attracted them to the church and what keeps them attending services and being active in the life of the church. We rent space below fair market value for aligned community groups. And we will continue to look for ways to be a successful church into the future and to take our mission into the surrounding community.

Our congregation's participation in ecumenical and interfaith activities (with other denominations and religious groups, local and regional).

Crossroads has a long history of participation in the ecumenical and interfaith life of Hawaii. In 2025, Crossroads brought religious leaders together from nine distinct faith traditions to participate in a 4-week series. Representing Islamic, Baha'i, Buddhist, Native Hawaiian, Jewish, Hindu, Christian, Confucian, and Zoroastrian traditions, these leaders shared key tenets of their faith and promoted

interfaith dialogue among panel members and attendees. Additionally, Crossroads partners with local interfaith organizations, including Four-Petals for Peace, to “express our joint affirmations for peace, of mindfulness and a blossoming from our common humanity.” The online hui has built bridges with a church pastor in India, and with various churches and individuals in the UK who partner with Crossroads for events such as fund-raising, collaborative thinking, fellowship, celebration, teaching, and prayer.

**How our mission statement compares to the actual time spent engaging in different activities.**

Our congregation does not have a mission statement. Instead, the documents that guide us are a membership covenant adopted in 2019, an Open and Affirming position adopted in 1993, and a Just Peace position adopted in 1992. Our activities and time resources are well-aligned with these core statements about our values.

**The scope of work assigned to our pastor(s). How their community ministry and their ministry in and on behalf of the wider church accounted for in the congregation's expectations on their time.**

We highly value our work for peace, justice and the stewardship of creation. The pastor is expected to be visible in the community, joining with members of the congregation at rallies, parades, legislative meetings, protests, and community educational events. We recognize that this calls for time beyond the needs of the local church, and we rely on the pastor to manage their time in ways that balance multiple demands.

Our current pastor chose to spend part of his sabbatical time visiting with the Crossroads diaspora in the continental US and the UK.

## The ARDA or MissionInsite Reflection

---

ARDA/MI File

[Download ARDA/MI File](#)

**From looking at our congregation's The ARDA or MissionInsite report, these trends and opportunities are what stood out to us.**

Over the last seven years, rising numbers in upper-end rentals, housing, and income reflect neighborhood gentrification. Population decreased in all age groups except for those ages 65-74. The most significant decline is in children ages 4-9. This correlates with a decline in households of married couples with children. The number of young adults ages 18-24 also declined. However, at 34.1%, this is still much higher than the US average of 23.1% and presents as an opportunity for engagement. (The ARDA data excludes populations outside a 0.5 mile radius and online participants.)

**How our congregation's internal demographics compare or contrast to a) the neighborhoods adjacent to our church, and b) other neighborhoods with which our church connects.**

The largest neighborhood racial population is Asian at 49.8%, second is the White population at 15.2%. This differs from the congregation which is closer to 50% White and 35% Asian.

The neighborhood has a significantly higher number of college graduates (40.9%) than the US average (34.2%), something that reflects in the present congregation.

The neighborhood is fairly evenly distributed for people ages 18-55. This differs from the congregation which has more representation in the older range.

(The ARDA data excludes populations outside a 0.5 mile radius and online participants.)

**How the demographics of the community are currently shaping ministry, or not.**

The church upholds diversity by stridently promoting a culture of inclusion in community life and in leadership. but has not actively targeted any specific racial or ethnic demographic group.

As mentioned in previous sections, the congregation recognizes a need at this time for more targeted support and outreach to certain demographic groups aligned with age, including more robust programs for children, families, and young adults.

As its own demographic, the online community is reconfiguring congregational expectations of what church participation, support, and outreach look like.

**What we hear when we talk to community leaders and ask them what our church is known for.**

Our church is known in the broader Oahu community for its commitment to social action, for its liberal theology, and for its diversity and open and affirming stance. For example, community leaders recently recommended a family come to us because they knew this family would receive the practical support that they needed. In another example, non-Christian patrons of a Waikiki gay bar recommended our church to someone looking for a LGBTQ+ friendly church. Students at UH Manoa have referred positively to us as “a church that is not like any other church.”

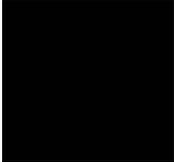
**What new people in the church say when asked what got them involved.**

New participants often note the friendliness of our congregants and the warm welcome visitors receive. We often hear the words acceptance and support when listening to testimony, as well as appreciation for our stance on social justice issues.

A recent attendee shared that he became very curious and surprised when his college-age son shared he had found a church he liked. The father confessed that he was previously not a church-goer, but after seeing the genuine faith in action exhibited by the church, not just talk, he, too, became excited about participating.

## References

---



Donald MacPherson

Completed: 3 days ago

I am a former pastor of Church of the Crossroads, from 1988 to 2008.

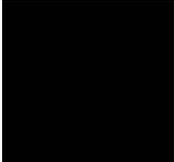
Primary Email Address: nmacpherson848@gmail.com

Mobile Phone: 8082858921

Mobile Phone: 8082858921

### Reference Response

I had the privilege of being the pastor of Church of the Crossroads for twenty years, from 1988 to 2008. This congregation, a Just Peace and Open and Affirming congregation, was founded just over 100 years ago in the traditions of liberal American Congregationalism as an interracial, inter-cultural church. Over its history, it has been on the forefront of movements of social change, including support for the unionization of sugar workers in Hawai'i, the support of the Japanese/Japanese American community following the bombing of Pearl Harbor, the offering of sanctuary to American soldiers who were AWOL because they chose to end their participation in the Vietnam War, and more recently in its focus on the faithful stewardship of the environment. I would be glad to speak further to anyone interested in becoming its next pastor.



Andrew Ogata

Completed: 4 days ago

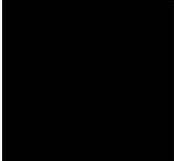
Andrew Ogata, Director of Marketing & Development at H3RC, leads the partnership with COTC, coordinating events, trainings, and gatherings.

Primary Email Address: aogata@hhhrc.org

Business: 8085212437

### Reference Response

Hawai'i Health & Harm Reduction Center (H3RC) serves people impacted by HIV, homelessness, substance use, mental health challenges, and stigma across Hawai'i. Our partnership with Church of the Crossroads has made a meaningful difference for our community. By opening their doors for client events such as holiday gatherings and World AIDS Day, the church provides a space where our clients feel safe, welcomed, and respected. For many, this sense of belonging is rare and deeply meaningful. The church also hosts H3RC staff trainings, allowing staff from across the islands to come together, learn, and connect in a supportive and grounding environment. Pastor David's leadership has helped build trust between the faith community and people impacted by trauma and stigma, creating space for healing and connection.



Vicki Sato

Completed: Monday, Jan 5, 2026

I am the Executive Director of The Early School, which has been a tenant of the Church of the Crossroads for over 50 years.

Primary Email Address: vicki@theearllyschool.org

Mobile Phone: 8084602137

### Reference Response

Working with the Church of the Crossroads has been consistently positive and supportive. The church approaches its role as landlord with care, responsiveness, and a genuine understanding of the mission-driven work that takes place on its campus. Decisions are made thoughtfully, communication is open and respectful, and there is a clear desire to ensure that the space supports the children, families, and educators who use it daily.

Beyond the landlord relationship, what makes this partnership especially meaningful is our shared commitment to serving people in Honolulu. I am grateful for the Church of the Crossroads' stewardship, generosity, and partnership over the decades, and I wholeheartedly recommend them as both responsible landlords and compassionate community partners.

With appreciation, **Vicki Sato** Executive Director The Early School

---

## Closing Prayer

---

We sing this song every Sunday.

**No Matter**

by Roger P. Miller

Refrain:

No matter who, no matter what,  
no matter where you are on the journey of life;  
you're welcome,  
welcome in this place.

No matter who, no matter what,  
no matter where you are on the journey of life:  
accepted,  
welcomed by God's grace.

Verse 1

For we are family, meant to be  
purposed for eternity.  
Born in love, from above,  
God's community.

---

## Statement of Consent

---

### 1. Which individuals and groups in the church contributed to the contents of this Local Church Profile?

*For example, church council or consistory, transition team, etc.*

The primary responsibility for this profile rests with the Search Committee, a group of five individuals who represent various constituencies within the congregation. We conducted interviews and got written responses from the majority of active members regarding their opinions of strengths, concerns, and hopes for Crossroads. We summarized and interpreted this information to create this document. Executive Council members, church staff, and other church members, were also involved in decisions, data, and this final product.

### 2. Additional comments for interpreting the profile:

*No response*