

**Metropolitan Community Church of San Francisco  
Chart of Responsibilities**

November 19, 2001 (original document creation)  
June 26, 2008 (revised document by BOD vote)

**Section 1. Church Governance and Administration**

| <b>Role</b>                         | <b>Senior Pastor (or designate) Does This:</b>   | <b>Board (Including Senior Pastor) Does This:</b>   |
|-------------------------------------|--|---|
| A. Govern and Administer the Church | Administers the church and makes all decisions about church events, unless they would conflict with the following (listed by descending authority):<br>a) UFMCC bylaws<br>b) MCCSF bylaws<br>c) Votes of the Congregation<br>d) Votes of the full Board of Directors<br><br>In the event of conflicts, the higher authority will govern. | Between congregational meetings, the Board represents the will of the congregation in governing the church, expressed through the following responsibilities:<br>a) The Board proposes amendments to the church bylaws as needed (for vote of the congregation) and amends this Chart of Responsibilities as needed.<br>b) Between Board meetings, the Executive Committee of the Board is empowered to act for the Board on matters requiring immediate action and/or matters involving staffing concerns. The Senior Pastor or any member of the Executive Committee may call a meeting of the Executive Committee. The Executive Committee reports its activities to the full Board at every regular monthly Board meeting.<br>c) Performs all the responsibilities in the Chart of Responsibilities, and modifies this Chart as needed. |
| B. Enforce UFMCC bylaws             | <b>Shared Responsibility:</b> The Senior Pastor and the Board share a duty to govern and administer the church in accord with the bylaws of the UFMCC and in accord with the will of the congregation as expressed by vote of a congregational meeting.  |   |

**Section 2. Achieve Long-Range Goals**

| <b>Role</b>                              | <b>Senior Pastor (or designate) Does This:</b>   | <b>Board (Including Senior Pastor) Does This:</b>  |
|--|--|--|
| A. Set Goals                             | Proposes the goals of the church as an integrated whole, based on input from the congregation, and works to acquire the support of the congregation and the Board for these goals  | Proposes, discusses and approves goals for the church as an integrated whole, based on input from the congregation and the Senior Pastor. The goals may be general or specific.<br><br>Proposes, discusses, approves, documents and maintains goals for the church as an integrated whole, based on input from the congregation and the Senior Pastor. The goals may be general or specific. |
| B. Set Policy                            | Proposes policies consistent with the goals approved by the Board  | Proposes, discusses, approves, documents and maintains church policies consistent with the goals it adopts.  |
| C. Accomplish Goals and Monitor Progress | Propose specific programs, projects, and procedures to accomplish the goals of the church.<br><br>Assign responsibility to specific Staff for designing and implementing programs, projects and procedures that are the responsibility of Staff. | Discuss, propose and approve specific programs, projects, and procedures to accomplish the goals of the church.<br><br>Establish Committees and Groups to design and implement specific programs, projects or procedures, intended to achieve specific goals.  |

|  |   |  |
|--|---|--|
|  |   | Appoint Committee and Group Chairs.  |
|  | Provide oversight and support to Staff.   | Provide oversight and support to Committees and Groups.  |
|  | Monitor progress against goals.   | Monitor progress against goals.  |
|  | Receive frequent progress reports from Staff.   | Receive monthly progress reports from Senior Pastor (with the Executive Committee receiving reports more frequently as needed)                 |
|  | Issue monthly progress reports to the Board   | Issue an end-of-year report to the congregation on the church's progress in accomplishing it's goals   |
|  | The Senior Pastor is ultimately responsible for ensuring the successful accomplishment of all goals that are the responsibility of Staff. | The Board is ultimately responsible for ensuring the successful accomplishment of all goals that are not the specific responsibility of Staff. |

**Section 3. Promote Financial Health**

| Role                     | Senior Pastor (or designate) Does This: | Board (Including Senior Pastor) Does This:  |
|--------------------------|---|---|
| <b>A. Prepare Budget</b> |   | Prepare proposed budget for the upcoming year. (Treasurer)  |
|                          |   | The Treasurer is responsible for consulting with, and soliciting feedback from, all appropriate stakeholders, including the Senior Pastor, staff, and Finance Committee, in the budget preparation. |
|                          |   | Verify the proposed budget is consistent with the long-range financial well-being of the church. (Board)  |
|                          |   | Discuss, amend, and approve the proposed final budget (due Oct 1st of the preceding year). (Board)  |
|                          |   | Present budget to the congregation at the January congregational meeting (Finance Committee / Treasurer lead review and discussion.)  |

|                          |  |  |
|--------------------------|--|--|
| <b>B. Enforce Budget</b> | Work with the Treasurer to ensure church expenditures stay within budget. Monitor income and expenditures as needed.   | Ensure church expenditures and income are within the budget aproved by the Board of Directors.   |
|                          | Ensure Staff supports the Treasurer in providing information needed for the Board to meet its responsibilities (monitor financial status and ensure the church stays within budget.) |  |
|                          | Ensure all staff expenditures conform to the Finance Policies and Procedures.  | Monitor expenditures and income against budget at least monthly (and the Executive Committee more often as needed).  |
|                          | Ensure the staff follows Finance Policies and Procedures in carrying out their finance-related responsibilities.   |  |
|                          | Propose changes to the Finance Policies and Procedures as needed.  | Receive a monthly financial report from the Treasurer.   |
|                          |  | Request further investigation and report from the Treasurer, informally or formally, as needed.  |
|                          |  | Establish, document, maintain, and adjust as needed Finance Policies and Procedures, to ensure the Board is kept adequately informed of the church's financial status, and to ensure the church stays within budget. |
|                          |  | Treasurer's signature is required on all checks (back-up signatories used only if Treasurer is unavailable); Treasurer may withhold signature only if  |

|  |  |  |
|--|--|--|
|  |  | check purpose is unclear, clearly in error, or outside of budget                             |
|  |  |  |
|  |  | Approval of the Board is not required to reprogram funds from one budget category to another |

|                                |                                    |  |
|--------------------------------|------------------------------------|--|
| C. Perform Annual Pledge Drive | Support the pledge drive as needed | Establish annual pledge drive targets.   |
|                                |                                    | Establish a Development Committee responsible for planning and implementing the annual pledge drive. |
|                                |                                    | Provide oversight and support to the Development Committee.  |
|                                |                                    | The Board is ultimately responsible for ensuring the pledge drive goals are achieved.                |

|                |  |   |
|----------------|--|---|
| D. Raise funds | Support the Development Committee and Board in fundraising efforts, as needed. | Establish yearly fund-raising targets.  |
|                |  | Establish and oversee programs, campaigns and fund-raising events to achieve those targets. |
|                |  | The Board is ultimately responsible for ensuring the fund-raising goals are achieved.       |

|                         |  |   |
|-------------------------|--|---|
| E. Set Financial Policy |  | Ensure the long-range financial well-being of the church.         |
|                         |  | Build capital endowment through gifts, bequests, and investments. |
|                         |  | Manage the financial resources of the church.                     |

|                 |  |  |
|-----------------|--|--|
| F. Borrow Money |  | Propose and approve borrowing from outside sources of any kind |
|                 |  | Propose and approve loans from the Reserve Fund                |

|                |                               |   |
|----------------|-------------------------------|---|
| G. Spend Money | Spends within approved budget | Any spending from any Restricted Accounts requires Board approval |
|                |                               |   |
|                |                               | Any spending from any Reserved Accounts requires Board approval   |
|                |                               | Check requests over \$2,000 require two (2) Board signatures      |

|                                 |                              |  |
|---------------------------------|------------------------------|--|
| H. Manage Long-Term Investments | Execute polices set by Board | Define, approve, document and maintain asset management policies |
|---------------------------------|------------------------------|--|

**Section 4. Manage Physical Assets of the Church**

| Role | Senior Pastor (or designate) Does This: | Board (Including Senior Pastor) Does This: |
|------|---|--|
|------|---|--|

|                   |   |  |
|-------------------|---|--|
| A. Protect Assets | Proposes policies and priorities for the use and maintenance of the church building | Proposes, discusses, and approves policies and priorities for the use and maintenance of the church building |
|                   | Monitors the implementation of those policies and priorities by the church staff    | Reviews and approves major policies  |

|                   |  |   |
|-------------------|--|---|
| B. Plan Asset Use |  | Plan for the improvement and development of the church's physical assets to meet the future needs of the church |
|                   |  | Works with the Building Committee around all aspects of the new building plan                                   |

|  |  |   |
|--|--|---|
|  |  | Works with the Facility Committee around all aspects of the current office and worship space relative to the needs of the community and staff |
|--|--|---|

### Section 5. Define Church Values

| Role                        | Senior Pastor (or designate) Does This:  | Board (Including Senior Pastor) Does This: |
|-----------------------------|--|--|
| A. Embody Values            | <b>Shared Responsibility:</b> In the fulfillment of the Board's other functions listed above, embodies the church values of stewardship, vision, inclusiveness, healing, leadership, and integrity   |  |
| B. Foster Harmony           | <b>Shared Responsibility:</b> Fosters feelings of participation, responsiveness and accountability between the congregation and staff; plan and conduct Congregational Forums to enhance communication among congregation, Board, pastors, and staff |  |
| C. Enhance Spiritual Growth | <b>Shared Responsibility:</b> Progresses in spiritual partnership and leadership with the ministerial staff and congregation   |  |
| D. Connect to Denomination  | <b>Shared Responsibility:</b> Maintains affiliation and participation in the denomination  |  |
| E. Connect to Community     | <b>Shared Responsibility:</b> Supports linkages with other community organizations   |  |

### Section 6. Manage Human Resources

| Role                  | Senior Pastor (or designate) Does This:   | Board (Including Senior Pastor) Does This:   |
|-----------------------|---|--|
| A. Hire               | Hires all employees (pastoral and non-pastoral) and contractors, within the approved budget   | Board grants blanket approval to Senior Pastor to hire all non-pastoral staff and contractors and to define their job titles (per UFMCC bylaws)        |
|                       | Consults with Board around the process for hiring of pastors  | Approves and monitors plan for the process of hiring of pastors  |
| B. Terminate          | Proposes the termination any staff member or pastor to the Board of Directors   | Approves the termination any staff member or pastor, upon the Pastor's recommendation  |
|                       |   | Proposes, discusses, and approves the termination of the Senior Pastor   |
| C. Administer Salary  | Sets and alters salary for all employees, including pastoral and non-pastoral, and contractors while managing within the budget         | Prepares and approves Senior Pastor's contract of employment   |
|                       | Working with the HR Committee and the Board, implements special incentive programs or bonuses for staff, while managing with the budget | As long as total expenses are within budget, Board grants blanket approval to Senior Pastor to administer salaries of all employees (per UFMCC bylaws) |
| D. Review Performance | Review performance of all employees (pastoral and non-pastoral)   | Review performance of Senior Pastor which is based in part on the progress that has been made toward the church's goals                                |
|                       |   | Reviews must be done formally each year and informally as needed, performed by a subcommittee of the Board   |
| E. Set HR Policies    | Working with the HR Committee, proposes HR policies   | Proposes, discusses, and approves HR policies  |