

Metropolitan Community Church
of San Francisco



Pastoral Search 2010

Survey Results

Greetings!

A sincere THANK YOU from your Pastoral Search Committee (PSC) for taking the time to complete the online pastoral search survey. Your input is a valuable part in making this a successful search process, and we appreciate the feedback you have provided towards accomplishing this task.

The results of the survey are provided in the following pages. We encourage a sense of mindfulness and openness while being prayerful as you review the results.

Though the survey has ended, we invite you to continue your dialogue with the PSC either through in-person conversations with any member or via email correspondence to mccsfpastoralsearch@gmail.com.

Great things are in store for us, MCC San Francisco! Together with your continued support and faithful attendance, MCCSF will continue to be a house of prayer for all people.



The Pastoral Search Committee (l-r): Emily Hoyer, Lynn Jordan (Vice-Chair), Paula Fraser (Chair), Maureen Bogues, Larry Novida, Remy Timbrook, Aidan Dunn.

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On The Cover:

One of the Stained Glass Windows at 150 Eureka dedicated to various MCCSF Members, loved ones, and Congregants who have gone before us, this window entitled *The Breath of the Divine* symbolizes the breath flowing through the sanctuary and the congregation.

Overview

141 responses were received during the survey period (November 29, 2010 through December 23, 2010), representing 58% of the approximately 200 members on MCC San Francisco's roster.

Of those responses, 98 respondents (69.5%) completed the entire survey. The following is a recap of the responses received (by survey question):

| Question | # of Responses | % |
|----------------------------------------------------------------------------------------------------------------|----------------|-----|
| Q1. Desired Qualities | 140 | 99% |
| Q2. Responsibilities | 135 | 96% |
| Q3. Please list up to three (3) additional qualities you feel important for a Senior Pastor to have. | 99 | 70% |
| Q4. Please list up to three (3) additional responsibilities you feel important for a Senior Pastor to perform. | 82 | 58% |
| Q5. What do you feel will be our new pastor's greatest challenge as s/he leads our church? | 111 | 79% |
| Q6. What changes, if any, do you feel our new pastor should lead us to make in our church? | 104 | 74% |

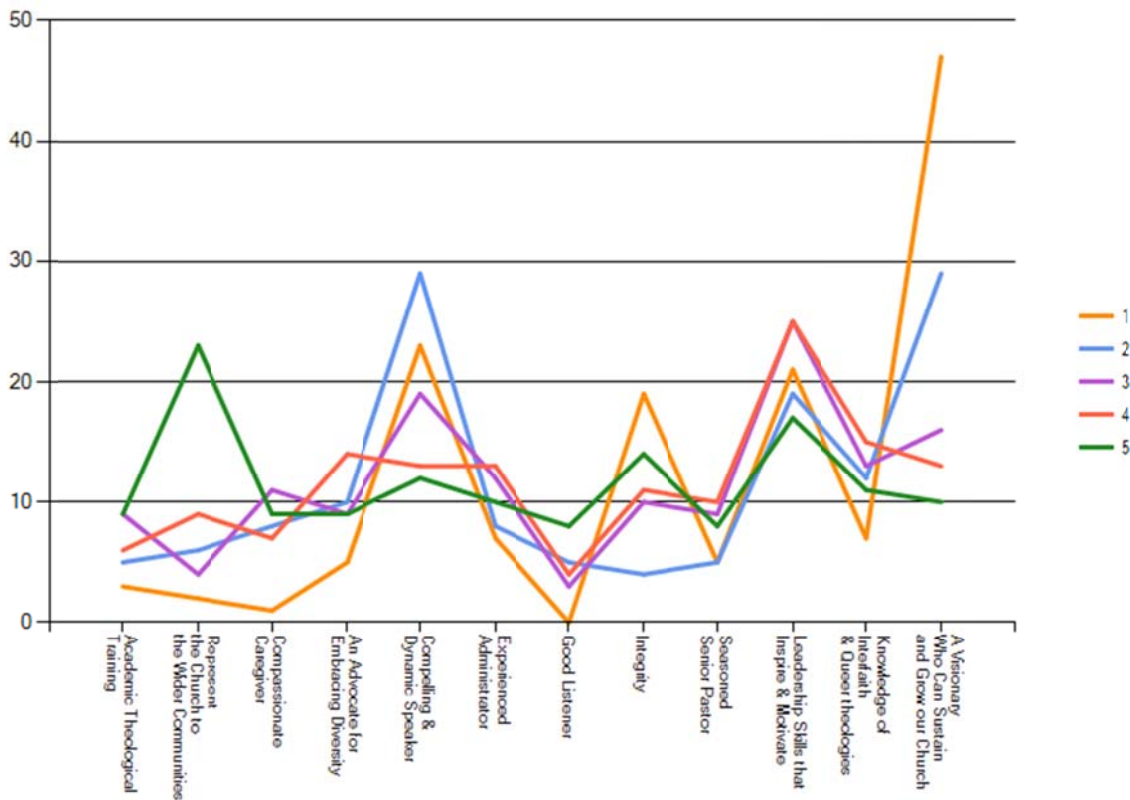


Desirable Qualities of a Senior Pastor

Respondents were presented a list of 12 qualities that would be desirable for a senior pastor to have. From that list, each respondent was asked to prayerfully select the five (5) most important qualities, and then rank the selected qualities in numeric order with 1 being the most important and 5 being the least important.

A tally of the results shows that respondents desire the following qualities in MCC San Francisco’s next senior pastor (in order of importance):

- **A Visionary Who Can Sustain and Grow Our Church**
- **Compelling and Dynamic Speaker**
- **Leadership Skills that Inspire & Motivate** (*Rank tied for 3rd and 4th*)
- **Represent the Church to the Wider Communities**



Additionally, respondents were invited to provide their own input regarding desirable qualities for MCC San Francisco’s next senior pastor. In keeping with its commitment to transparency in the process, the Pastoral Search Committee is providing the collective input as **Appendix A: Desired Qualities** on page 20.

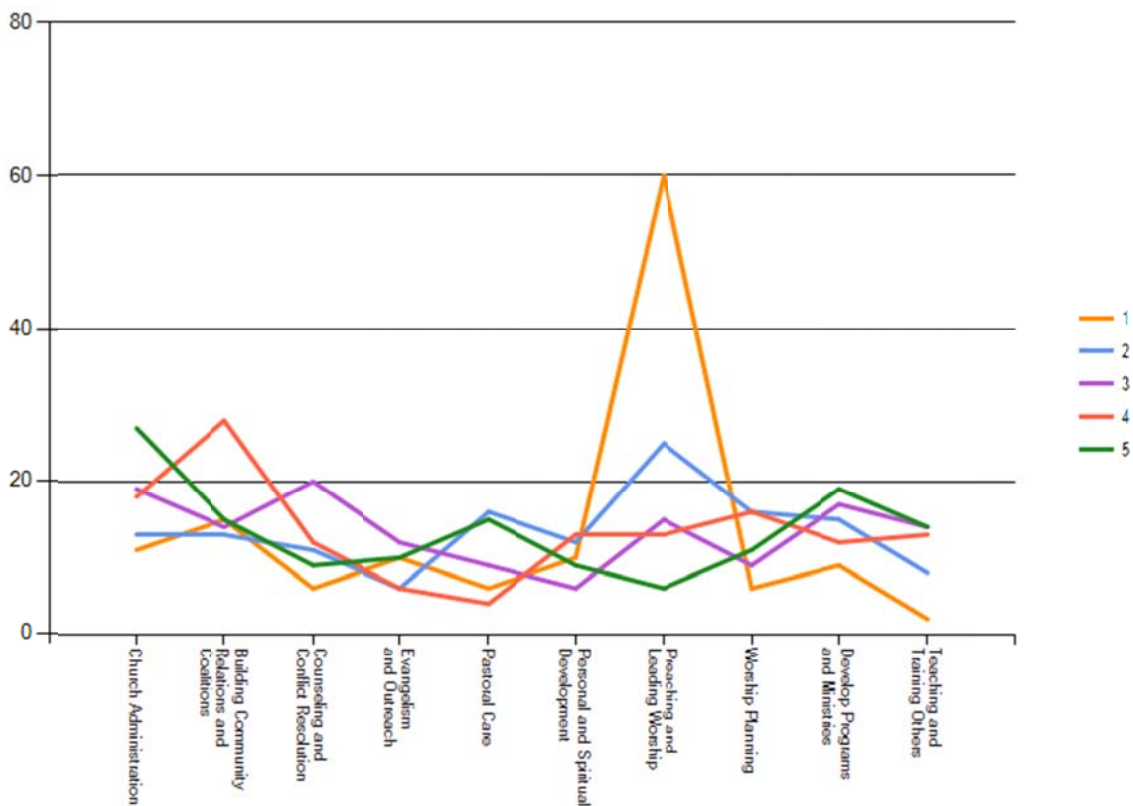


Responsibilities of a Senior Pastor

Respondents were presented a list of 10 options that describe some of the responsibilities of a senior pastor. From that list, each respondent was asked to prayerfully select the five (5) most important responsibilities, and then rank the selected responsibilities in numeric order with 1 being the most important and 5 being the least important.

Survey responses indicate that the key responsibilities for MCC San Francisco’s next senior pastor are (in order of importance):

- **Preaching and Leading Worship** (*Rank tied for 1st and 2nd*)
- **Counseling and Conflict Resolution**
- **Building Community Relations and Coalitions**
- **Church Administration**



Respondents were also invited to provide their own input regarding important responsibilities for MCC San Francisco’s next senior pastor. In keeping with its commitment to transparency in the process, the Pastoral Search Committee is providing the collective input as **Appendix B: Responsibilities** on page 25.



Challenges

Respondents were invited to share their thoughts on what a pastor's greatest challenge would be as s/he leads the church.

There are just so many things that need "course correction" that I'll trust the pastor's discernment and their ability to prioritize the order in which all challenges are addressed.

1. Healing the rift ... 2. Cutting costs and keeping the building usable. 3. Preparing the ground for a capital campaign. 4. Growing the congregation with people who give instead of take. 5. Revitalizing the worship services so they don't seem like a chore to attend. 6. Keeping a harshly diverse congregation united with a common purpose. 7. Making staff changes and cuts when necessary, and holding staff accountable for results. 8. Isolating EGRs (in a caring and sharing way) so they don't suck all the oxygen out of the church. 9. Planning and giving sermons with sparkle and zing that are lofty and inspiring and don't sound like an academic lecture to theology grad students (and don't center on boring books that the speaker has recently read). 10. Converting our "social justice" programs into activities that generate energy instead of draining it away. 11. Most important: Creating a social fabric at MCCSF that surrounds congregants with a network of friends and not just acquaintances.

Growing attendance in worship services to keep the church alive. This will require powerful motivational sermons in an intelligent urban city that has hundreds of church options for LGBT people. S/he must then be resilient enough to follow up with a capitol campaign for a new building.

Dealing with the divisive nature of certain members of our congregation. I am sickened by what I have witnessed these past few weeks by the treatment of the board and their spouses. This has impacted me so much in a negative way, I am currently "church shopping".

Successfully creating with the congregation a new paradigm of leadership that does not repeat the mistakes of our past: how to we honor the past yet move on in an authentic creative way?

Divided congregation - by service, by belief, by vision for future. This division has been growing ...

Dealing with and repairing the damage done by the Board of Directors... Also dealing with the lack of trust that has risen from members learning the finances earned by the church are not the same as the finances reported in the bulletin. The new pastor will need to bring honesty and integrity into the running of the business aspect of our church and right several wrongs to bring healing to the congregation.

getting younger people involved

Finding a way either to raise the money to buy a new building or to demolish and rebuild on our current site.

This all depends on how much work we are able to do ... in advance... I think the main challenge will be enabling us all to work better together, including how the BOD functions. An additional challenge will be keeping members from wandering away.

-Going beyond the fact that we are a community that was born from a gay christian movement and instead creating and sustaining a dynamic center for spiritual growth and reflection that allows people to interface with it on different topics, with different levels of commitment in a variety of groups.

Dealing with the diverse beliefs of the congregation and healing a congregation that has lost trust in its leaders and has lost many of its values and purpose.

Making everyone happy. We are, for better or worse, a tough bunch to lead.

Repairing trust and unity after what the BOD did to us. Leading MCCSF to better serve racially and socioeconomically diverse queer people of faith.

Creating value --- as with any "product", there must be value or no one will be interested. Helping the congregation to understand that the church does not have unlimited resources, and if people don't donate both time and money then the church will "go out of business". Dealing with the challenging individuals (what one of our former associate pastors called "EGR", for "extra grace required") who are in our midst, and who may cause newcomers to leave.

Initially it will be to address the apparent split in our congregation over the firing of a music director. This seems to be deep and will require a lot of work. Then the challenge will be to build the congregation.

The immaturity & cattiness of certain members of the Church.

A congregation that is divided in its priorities, needs, wants, motivation, hope, patience, and passion.

Healing this church and growing it.

To help bring the congregation together, and help us grow to our potential, both in numbers and programs. To be a real leader for this community (I feel we have been missing this for several years...

Increased events that involve the congregation. Church picnic and church luncheons to facilitate congregants meeting each other. Develop a pastoral ministry that will get others involved in the ministry. Music ministry should be enhanced as it seems that most of the choir in the past has left the congregation. Sermons should meet the congregation's needs. The pastor should be approachable and have an open door policy at least once a week or as needed.

Planning for the future including the possibility of a new sanctuary

Resolving conflicts while also embracing diversity. Maintaining the balancing act between putting MCCSF at the cutting edge of queer theology and ministry, while also keeping MCCSF a comforting place to come home to.

Being accessible to a diverse population.

Leading MCC-SF to again become a "Christian Church".

Inspiring new (young) membership and renewing former membership who have left.

MCCSF is suffering from twin challenges right now that seem in conflict with each other; the senior pastor will need to understand how to deal with both of them. In my opinion, our financial situation (including the need for a new building) blinded both the Board and the previous senior pastor to the other significant problem we have: the need to restore the dynamism ... I know we don't want to continue the cult of celebrity, but we need to acknowledge that the preacher's ability to motivate the congregation is THE most important aspect of his/her job and the key to getting people in the seats--which, in turn, is the key to financially sustaining the church. Our new senior pastor must be a strong speaker, a spiritually mature person who can touch the hearts of the congregation. Our previous senior pastor pandered to the less spiritually and intellectually sophisticated members of the congregation, boring the rest (who happen to be, for good or ill, the ones who are most likely to be in a position to contribute financially). The new pastor needs to meet the spiritual needs of the entire congregation, while understanding enough about administration of the church's business to either handle it well or delegate it responsibly. And by "responsibly," I do not mean handing the church business over to corporate bureaucrats. The senior pastor must understand that spirituality and financial viability are inextricably linked: without the first, this church will never have the latter.

Definitely a she, to be open minded

Bringing spirituality back to MCC. Taking focus away from politics. These are hard times. we don't want to be bombarded with politics every week. I want to see the church move into an intelligent metaphysical direction similar to Center for Spiritual Living. Let's revamp the services as they've been the same for so long. The 11am. is so tired. Young people will never come to this church unless it's modernized.

I'm not sure if the building will continue to be our worship place. If the repairs are acceptable & we don't need to plan on moving then the new pastor is free to do other work. However, since I believe that we are still in need of major building repair I feel that is a great challenge to handle.

PROBABLY CONFLICT RESOLUTION AND GETTING PEOPLE TO COME BACK AFTER THE MOVE AND EVERYTHING THAT HAPPENED UNDER THE LAST ADMINISTRATION OF THE CHURCH

Putting the problems and needs of MCCSF before his/her own personal agenda or career. MCCSF doesn't need a profit, it desperately needs a pastor. It's sad to think that the search for a senior pastor should throw MCCSF (or any congregation) into crisis.

Determining what leadership is going to look like in the future. Repairing relationships with staff and restoring trust with the congregation. Hopefully he/she will move away from an autocratic corporate model that demands obedience and secrecy to one that values trust, consultation, mediation, conflict resolution, and openness. Growing the church numerically and financially.

It is difficult to be an LGBT church in the 21st century. The forces of secularism have taken firm hold and we are all influenced by them. As a result, finding an appropriate role for MCCSF church will be a struggle.

We need the next pastor to be bolder than any because the church is asleep!

There are too many to name. I think any new pastor will have the challenge of filling the shoes of the previous pastor.

spanning the diversity within MCCSF

Trying to bring us all back together again and growing the church.

A. Administration versus Spiritual Leadership: Is it humanly possible for the same person to be both a great administrator and a great spiritual leader? I am afraid that if you shoot for both you may get neither, and I hope you will err on the side of finding someone who is a great spiritual leader. Therefore, one great challenge for this person will be offloading administration to others, for example by hiring an assistant pastor who effectively serves as "Chief Operating Officer".

B. Diverse Spiritual Needs: Our congregation has very diverse spiritual needs and spiritual paths.

- For some, the path is rooted in tradition. For others, it is rooted in spiritual exploration and pushing boundaries.

- For some, it is rooted in Christianity. For others it is rooted in Buddhism, Judaism, Paganism, or no "ism", or multiple "isms".

- For some, it is rooted in a belief in God. For others, not.

Embracing this diversity, so that no one feels left out, will be a huge challenge.

I think there are two things that are pressing for the church:

1st: The breakdown with the current board and a high percent of the membership. I think great wounds have been caused, and the membership seems fractured. Healing leadership is needed.

2nd: The rebuilding or moving of the congregation due to the condition of Eureka St. I think this will be a critical issue in the church moving forward.

Heal the hurt within the church and the individuals. Be able to open the communications and have direct and honest discussions about where the church needs to be and how that will be achieved. Stimulate giving and participating in stewardship to get the financial house in order including within the church and stimulating the community to participate as well.

Getting the congregation to work as a cohesive unit. Be able to help the congregation to look to the future, beyond the pain of the AIDS years which affected the older generation but does not affect younger people in the same way.

Bringing everyone back together. Gaining new members and funding so the church can be sustained.

Our finances, building, and membership.

bring back the members from the edge of hurt personal feelings and disrespect so we can again move forward in justice and joy finding the path to growth and highlight the things that only we can do and the places in the world that only MCCSF will tread with integrity and spiritual understanding

Bringing in "new blood" while not alienating the existing membership. There appears to be some sentiment that "older" attendees would rather not be in the company of "teenagers" whereas the reality is the "teenagers" will

soon become adults who may well be the population to support the church in the future.

There are 2 (maybe 3) congregations: the morning service and evening service have two different interests. Each congregation is committed to a specific format. Why not have a 4-6 pm service and combine the congregations? There is a lot of drama when decisions are made and I think it's because old wounds and experiences are triggered. Most of us (if we went to church) did not go to a gay or open church-many of us were rejected by the church...so when there is a change there is a big reaction (out of proportion it seems). Also, there are many people in recovery and I think that means that people have special pastoral and care needs. THE NEW PASTOR WILL NEED VERY TOUGH SKIN TO FACE THE EMOTIONS, DRAMA AND THEATER. Elder Lillie Brock used the term "felt needs" and I think that was accurate because people are very attached to their specific needs and not necessarily the needs of the collective group.

1) Demographics. To grow the church, we need to attract younger people of color (who are nearly priced out of San Francisco), while to pay for a new building, we need to retain the older members without whom it cannot be funded. A young dynamic preacher, or an older experienced minister might appeal to one group but not the other. We need to change enough to attract younger members without losing the older ones. 2) As much as we want to be, we can't and shouldn't try to be all things to all people. I would like to see a strong commitment to liberation theology retained and updated. There is a liberal/conservative split that is not (yet) divisive. The conservative strain has been helpful in keeping things together in tough times, but it gets in the way of bringing in new members. This church has been, can and should be in the vanguard of testing what is possible.

Getting young people to wander in and stay.

building unity

what does a 'place for queer spirituality' really mean? We tip toe around Christianity so as to not offend anyone but never talk about any other religion. Please no more sad sack at the church. Yes, we've been through a lot but I come for spiritual renewal, not drama. I live in the present and look to the future, not harbor on the past ... I am not interested and has made me less interested in attending. What do people actually believe? More opportunities for congregation to speak with others to find common ground. No more "we're going to build a new building." Let's firm up our current fiscal health before thinking pie in the sky.

Balancing the time and resources made available to the two services; making the congregation as cohesive as a diverse community can be;

Being a leader & having a vision that not everyone will agree, but also knowing when to change course. Managing & prioritizing time. There are some congregants that require a great deal of attention & pastoral care. We can't be a free counseling center, we don't have the resources.

building and maintaining a congregant population

The greatest long-term challenges will be growing church membership, increasing fundraising, and getting a new building before our current building is rendered unusable again.

Bringing a fresh interpretation of spirituality and worship that will encourage and motivate not just current members and attendees, but will encourage a newer (and younger) community to grow. We have grown stale, and there is no motivation to attend - I recently attended for the first time in 3 years and was frustrated to see that *nothing* had changed in the worship, the music....nothing. S/he will need to lead the church through reinvention that may well alienate those that are comfortable with the "old ways", so the ability to reinvent, retain, and grow the MCCSF community is the single greatest challenge.

After all the change that has gone on over the years, I think the greatest challenge will be to assess what's happened, get to work on what needs to be done, and getting us back out there doing what we do best; helping our community.

ability to grow the church.

Finding and holding a compelling vision that has integrity in the face of the extreme diversity of needs, backgrounds, wishes, approaches, and styles within the existing community.

the most obvious is the division with ... the BOD I fully support the board in terminating ... I think that she was immature and at times mean spirited and was very divisive. I think a new pastor will need to have integrity to

deal with all of this another issue is the 2 churches morning service folks and 7 pm folks and how to unite them

Growth

Getting away from politics and raising Christian/Spiritual awareness. Meet with the Castro Business owners/managers so that they too can be supportive. For example a fundraiser at a local club where church members dress in drag and sings a gospel/spiritual themed song and the attendees vote for one. It will raise some funds, but most importantly introduce MCCSF to those that never heard of or stepped in.

Initially the mess ... then building and financing a larger congregation in a new building. Major challenge.

to push a community to grow past what is comfortable personally and religiously.

Dealing with the drama and hurt feelings. Herding cats. As a relatively new member of the church, I am sick of all the reminiscing about how great it used to be. I thought our church was fine until everyone starting talking about how great it used to be ... So can we get someone steady who knows that it's not in their control, how many people come? Can we get someone who's committed to staying, through thick and thin? Can we stop talking about the past?

1. Finances in trouble. 2. The Building is falling down. 3. Creating Community out of our fractured (and still fracturing) community. 4. Understanding the peculiarities of MCC-SF's theologies. 5. I feel the new pastor should be female, transgender or at least a girly man. In general, male pastors worry me - poor track record/history. 6. Calling the congregation to adulthood/responsible communication in how we deal with one another. The recent fits of rage and statements of "I hate you" are unacceptable & destructive to the community. I am disappointed that we have tolerated such statements as if it's OK to hurt one another. 7. Low morale, angry outbursts and backbiting have becomes statements of solidarity. 8. Persuading friends of the church to join, commit and rebuild MCC-SF as a church and not a personality-driven social activity.

He / she needs to have a vision for a viable, vibrant and energetic church alive with caring compassion and able to temper that vision with the specific needs of our church and then be able to share that vision and motivate church members to come together to work toward implementation.

Reuniting those that left us.

dealing with a community that is acting out, that needs to know boundaries

Using the church's history to develop a deep and meaningful legacy.

Inspiring us to look beyond our individual selves; inspiring us to a higher perspective, a sense of humor about ourselves and our fellows.

BEING A SEASONED SENIOR PASTOR, ALSO HAVE THE ABILITY TO ADVOCATE FOR EMBRACING DIVERSITY AND KEEPING PEOPLE TOGETHER. KEEPING THE VISION TO KEEPING THE CHURCH ON THE PATH OF GROWTH. ALWAYS LOOKING TO THE FUTURE AND HAVING AN OPEN HEART. FOR ALL PEOPLE AND KINDS THAT COME TOGETHER AS ONE.

Gaining the trust and respect of a diverse congregation / motivating a tried and tired core constituency / translating over optimistic expectations in to tangible achievements

Leadership and Organization - we are extremely unorganized, and we have a leadership vacuum now.
Overcoming Division - The (board's) decision ... was unpopular, and now ... supporters have shown themselves to be very divisive, and prone to exaggeration. A huge amount of energy has been wasted getting angry about this, instead of helping our community, feeding and clothing people, and reaching out to others.
Self-Focused Congregation - This community is very focused on ourselves. We do not reach out to the greater gay community, and we waste energy on our own internal struggles - stupidly referring to our infighting as "social justice". Its why our membership is dwindling. We have very little involvement in the Castro, much less San Francisco, outside of our little neighborhood.
Our new Sr. Pastor will need to inspire us to focus on others - how about something like a food bank? We need to embrace the community around us, and actually include children, families, straight people, it's the only way we'll grow.

Congregants burnout with all the loss and change of the last few years. Dealing with all the anger over the Board's decision to fire a valuable, strong, female staff member in a fashion totally contrary to our values. In an informational meeting by the Search committee, I heard twice a chilling comment with regard to senior pastors: "We chew them up, and spit them out". That is scary to be walking into that situation. The ongoing recession and people's financial problems affecting their ability to give.

sustained financial generation

Drawing new people to MCCSF

1. To rise to the level of MCCSF's incredible demands for increasing life on the ecclesiastical/theological edge.

From least to most challenging: 1. Factions within the congregation. 2. Deep ministerial needs of much of the membership. 3. Questions about the relevance of a gay/queer congregation in world where so many churches are embracing full diversity, and if still relevant, how to reinvent itself.

Bringing us together as a community committed to embracing theological diversity beyond diversity within Christianity. Figuring out how to REALLY empower the congregation so that people will want to become involved and stay involved (in volunteering etc.). And of course...the building...and new building dilemma.

getting new people coming through our doors and keeping them there. opening up our 2nd floor so we can have more Money going in and more happy breakfast and our simply supper again. keeping peace in our church and staying on long term.

Dealing with the narcissistic and often selfish "special interests" of a profoundly post-modern (dysfunctional) congregation.

After the incredible pain of the last few years, the current "provisional pastor" and the incoming new pastor (who should not be the "provisional pastor" nor one placed in the position by UFMCC) must make reconciliation and restoration of relationships a primary and immediate goal. I have no opinion about whether "jobs" are restored at this point in time but relationships have been badly damaged...In order to bring our church back to a time of grace, inspiration, and growth we need to follow the leads of great leaders who have worked hard to make peace and reconciliation their goals, such as Desmond Tutu.

Helping set/find a vision for the church. (This sounds vague, but for several years we have been struggling for an idea of where we want to go -- concentrate more on worthy foundation work -- very difficult in the current building, or become a more traditional church.) The pastor must be able to bring people together, but the rifts are exaggerated. We have managed to get along (and fight sometimes) for years.

I believe our next pastor must be both a 'jack of all trades' and capable, competent and eager to develop and implement growth strategies. If this person does not have a keen proven sense of marketing and advertising they MUST have the wisdom to 'know what they do not know' and be fearless in giving over those responsibilities to those who do. Such a quality would require one who done a great deal of self-awareness work, and or has substantial successful senior level management experiences. Out of those experiences I would expect to see glowing passionate recommendations from employees. With the critical challenge of a capital campaign ahead of a new pastor, they must be a person with a heartfelt, loving fearless passion for MCCSF and what we have stood for over the years. They must not be dogmatically fixed in their theology or experiences. MCCSF is a 'new thing' that must creatively move into a bigger and more exciting tomorrow.

Finding a new place of worship. We need to start a new chapter and move to a better worship space.

Conflict in the church, Resolution of financial problems of church.

Our new pastor will be faced with mistrust and disparity between the BOD and the congregation (of the 7pm service anyway). Unfortunately, there has been a rift between the two ... and the new pastor will be faced with repairing it.

Healing the anger and betrayal ... and making the music program thrive again.

LEADING OUR CHURCH IN AN UPHILL AND POSITIVE DIRECTION

Making a Christian Church relevant in a city that acknowledges and believes in the validity of many faith traditions and making MCC a welcoming place for persons of all traditions.

It's a tie between bringing Jesus back in a new and healthy way that doesn't threaten anybody AND leading the board of directors and staff to understand how each is supposed to function in a Spiritual community.

Promote fair and broad foundation building for Congregation so that work is distributed equally and (?) among congregants. Not allow the church to have the face of a few but the face of many. Be willing to challenge wishes dreams and expectations that do not serve us anymore. i.e. we need to be the MCC of all SF and not confined to the Castro. I have a dream of 150 Eureka being turned into low income/affordable housing and Locating our worship/business site where we are more visible and easier accessible. There are lots of empty storefronts and warehouses around SF that could be worship sites and bring our mission and vision to the broader community.

LISTENING LISTENING LISTENING LISTENING. STAYING VIBRANTLY OPEN TO SPIRIT AND NOT TAKING THINGS PERSONALLY

The struggles of the generation and racism gap in the LGBT faith community.

honestly teaching true biblical doctrine

What church? Influential devoted people are leaving. Board candidates and a subversive new Board member are incapable of running the church.

1. Divided congregation that will try to get him/her on their side. 2. Need for reconciliation and healing. 3. Create an environment that welcomes youth.

Bridge the differences of diverse groups within our congregation. Negative feelings and emotions.

1. Resolution of the current conflict and crisis created by a vacuum in leadership. 2. Determining how MCCSF can continue to be relevant as a church in the 21st century given social justice issues are not the on the radar of the current LGBTQ community. 3. Given the large number of welcoming/affirming churches now in the Bay Area what is MCC's special niche in this expanding market where LGBT congregants have a choice for their worship experience

1. Healing, Healing, Healing.

Finding a way to make this congregation open to new people. It is a closed community that makes it very difficult for new people to become involved -- way to "clickish" to truly be a spiritual community

Healing past wounds and moving forward.

Lack of clarity as to how to translate our wonderful mission and vision into action. What does our mission mean for us in 2011 and beyond? What is the next chapter in the MCCSF story? Why are we all in church together other than to feel good and hear good music together and have a safe space for other LGBT people to do the same? We need to answer that question.

The divisiveness of the congregation, and the resistance of many towards change.

Growing the church to the point where we will be ready to launch a capital campaign.

Overcoming doubt, uncertainty, etc. as well as securing financial commitments from a fractured congregation.

The latest conflicts... Someone to lead beyond it and with it. Growing the church. Hiring a music director for 7pm

Assuming the congregation will be pretty well healed ... rebuilding a solid financial and attendance base before moving to the new building vs. alternatives issue.



Transformation

With a spirit of transformation in mind, respondents were invited to share their thoughts on what changes, if any, should a pastor move the congregation towards as s/he leads the church.

Rehire the (former) music director for the 7PM worship and praise service ... who was dismissed by the board. That seems to be the largest, current issue that the church is having to address. Along the same lines, however, it seems like there is a general uneasiness among the paid staff, not sure why though. And, a few of them will even go so far as to deny such dysfunction exists just so they keep their jobs.

1. Reorganize the staff completely so one full-time person is there all day Sunday. 2. Do some serious liposuction on that 7:00pm service. I remember the glory days from the late 1990s when people got out of the evening service in time for dinner, and huge gangs of friends would go out and socialize. Now people get out at 8:30 or 8:45pm or later and are so exhausted from a long service that all they want to do is go home. 3. Get more guest speakers, maybe one a month. 4. Create small care groups based on neighborhoods so people can do MCC things during the week.

We need to return to an environment of people being "good" to each other. People living their life on a deeper level. Pillars and pastors of the church are being treated miserably by a wounded group of immature people. Co-dependency is rampant with no leadership.

PLEASE appeal to those of us who aren't Christian by making these services more interfaith oriented as opposed to Christian. This has been driving me crazy and wanting to run out the door because of all the reference to Jesus in the service (I'm an 11 a.m. attendee).

Program leadership that builds community. Professional and personal confidence to navigate this congregation. We can be difficult. We have some sad stories we need to release.

We need to free ourselves from the 80's and make ourselves relevant to young queer people, queer people with families, queer professionals.

Our new pastor has the unfortunate role of first having to repair damage done in the absence of church leadership. Once that is done the new pastor will need to encourage more involvement so that we all take ownership in the way things are handled in the church and make it the place it can be.

bringing in younger people

... Encourage more social activism

We need MUCH more outreach, resulting in MANY new members.

Take the 7PM service in a new direction- perhaps a more progressive service of high energy celebration and healing focus featuring mostly music with a short sermon.

To support our staff, build new programs, and be critical in outreach to build the congregation to a sustainable size where we can grow into the future.

Find a way to help the many "regular faces" of MCC to become more actively compassionate and loving with other attendees without falling into the entrapments of evangelizing. In other words help MCC to become a place that people can't stay away from because when they are there they feel unconditionally accepted and loved by multiple people without feeling "hit upon on" or evangelized.

1. Be more child friendly. Perhaps a monthly family-focused service to draw families in, and/or get to work on getting a room approved for use for child care. 2. Greater transparency with finances- the numbers in the

bulletin are manipulated to be confusing and make things look worse than I was recently informed they are. 3. Bring back 12 step and other group meetings! But no Weight Watchers- I won't attend a church that hosts Weight Watchers meetings.

The sanctuary could use some redecorating -- especially the purple paint in the front that does not honor the architectural elements of the space. We always have beautiful altars, but the worship space, though comfortable, is not particularly inviting or inspiring. I think we would get a lot of mileage out of a space that really seemed special.

I want the new pastor to LEAD us. Until that happens I don't want to speculate on changes. I want to know what he/she thinks should change. We are so "in-grown" that there hasn't been a new idea at MCCSF for a long time.

Try to build more of a sense of unity and cooperation between the 11 o'clock and 7 o'clock congregations.

He/she should wrestle back control of the Church from those who feel that they are in charge, and make decisions based on thoughtful, pragmatic study of what is best for the Congregation. We thought Lea Brown would lead well, but she let her friendships with a select few guide her decisions. Our new pastor will need some kahunas.

Taking personal responsibility for the success or failure of the church - to increase involvement, stop blaming others, and look to ourselves for the solutions.

To bring us to a congregation led community. With structures for reconciliation processes in place. Providing experiences of church that will engage younger people in the queer community. To unlock the church doors and make the church available to the congregation.

We need to become more a part of the larger community again. Once we have stabilized, we need to expand the work of the Foundation. I also believe that we should have well planned, weekend long retreats/workshops. Continue to encourage more congregational involvement in the activities of the church. Keep the sermons relevant, dynamic, and not too long.

More activities that would facilitate meeting other members. Sermons that challenge and provide thought promoting among members. New members should be something that the new pastor should work on.

Outreach

Leading MCC-SF to again become a "Christian Church".

Lead us back to our Christian roots and not increasingly further away from them.

The new senior pastor must understand how to reach the entire congregation--Christian, Jewish, pagan, Buddhist, atheist, etc. He/she doesn't have to avoid mentioning Jesus or the Buddha, but needs to make any such references relevant for everyone. Too much "Jesus as God" will alienate too many people. I believe our recent congregational survey revealed a significant desire on the part of the congregation for a multifaith approach: it doesn't have to be explicit (Muslim this week, Christian the next); it merely needs to be a culture based on spirituality per se rather than dogma. Penny's pretty Christian, but no one felt left out of her sermons; she knew how to nuance what she was saying. The new senior pastor also needs to change how he/she works with the Board. He/she needs to be a leader, not a follower. The corporate approach we've seen of late needs to be put in its place; it's a tool for a church, not a way of life.

Fresh outlooks on worship. The services Sunday are way too long!!!!!! and the 11am. is way too Christian. Look around there are very few young people attending. I'd like a pastor who is well read beyond the bible. Have the board ever attended services at Unity or Center for Spiritual Living? Please get out of the MCC bubble and see the innovative services that exist elsewhere. There is a way in which MCC is very "hillbilly". It doesn't reflect a cosmopolitan city such as San Francisco. It often feels more like a baptist church especially the 11am. service. What a bore!!!!!!

I have not attended MCCSF for the past two years, though I have maintained a pledge of support (which I absolutely will not renew). Because of this, I am not qualified to answer this question.

See answer to #5. He/she should realign the church with what we do well: stellar music, vibrant worship, and social justice programs. As far as I'm concerned, everything else is icing on the cake. She/he needs to move our attention away from fear and lack towards the abundant love of God. I contend that a church that is NOT perpetually short of money is NOT doing its job. She/he needs to also needs to insist that social justice begins at HOME. I am sick and tired of transparently manipulative attempts to control the psychological and emotional responses of the congregation from the pulpit or in congregational meetings. Even during this transition time we need to be encouraged to "spread the love", and not just constantly be bombarded with "it's gonna be OK". I want us to be treated as adult brothers/sisters in Christ (or whatever works for you), and not as members of a mob that the leadership is afraid it's going to lose control of.

Move at least one worship service away from "the Protestant hour" and make the experience more engaging and personally challenging. Deal with "hard questions" about belief, life style and ethics. Incorporate queer theology in everything we do.

Bold. Honest. Valued

staffing adjustments, realign to support a more effective church model. fix worship, current worship doesn't work

Establishing a grievance procedure for church staff.

For years, we have talked about the ideal of being a lay-led church, but have made little progress. In recent years we have moved backwards: Leadership was not open to input from the congregation, did not provide a platform for our lay spiritual leaders, and did not encourage members to step up and play a leadership role. It was a leadership model based on tight control, rather than on setting a vision and empowering others to run with that vision. I hope the new pastor will help get us back on track. On a totally different note ... I think the Search Committee is doing a great job! I am delighted you are soliciting our feedback. And I loved the Search Criteria. Thank you for all your hard work!

For me, this really repeats my answer to #5, the church building must be addressed. And I believe it is so important to stay in the general neighborhood and if at all possible, at Eureka Street. It will take inspired leadership to weather this change, however it unfolds. There are no simple answers here.....

Bring a vision: spiritual, stewardship and personal. Bring a sense of love & security with God and how we all relate with God. Bring stewardship back, a responsibility that we all have to be good stewards of monies, time and treasures for the church and outreach to the community. Get involved with the lives of the church folks, surrounding community, GLBT community and interfaith relationships. The new senior pastor must be willing to get involved, to walk the walk they preach and actually preach about God, the openness of God and the service that we are all called to do. Before they get to us, we need to do some work on ourselves and make some tough decisions to either commit to our own future or to just give it up, close the doors and have MCC work with other congregations to serve the GLBT community. We can't move forward until we get honest with ourselves about why we have stagnated and soured.

Make us more visible and relevant in the community,

Find a way to break down the cliques so it is truly a more inclusive church and EVERYONE feels welcome. I know so many people, including myself, who've felt shut out and never returned because they didn't think the church was warm and welcoming. As a female, maybe it's a female thing.

The changes that would the Queer Church status in our Community, City, State, Country, and World.

NEW BUILDING how do we get there without losing to much of who we are and learn from all of our diverse back grounds cross fertilizing and strengthen our connection to the divine

I suggested one meeting to bring everyone together. It would be nice to have a women's program, affinity groups, seminary interns, "classes" that promote spiritual growth-meditation/yoga. This might be achieved by "recruiting" community members to share their wisdom and practices.

Words matter. Language matters. Listening matters. Talk to us as adults, citizens of the world, people with a need for community. Also as queer people with our peculiar outlook. What can this community do/be that no other community can do/be? Changes: We have become inward looking, not outward looking. MCCSF rather than Metropolitan Community. Citizens of Eureka Street rather than of the Bay Area. This must change. We

have done better on looking forward while retaining our considerable history; this should continue.

Find a way to get the upstairs open.

Change up the 11am service. It is too repetitive. Must we have communion each week? Could we look at other models? It is a Christian service but it isn't Christian?

Tolerance of all religions, including Christianity

We all need to move out of our comfort zones in meeting the challenges the church faces. We need to move beyond a scarcity mentality and a focus on all the reasons we can't do something, to an outward-looking vision of the church's mission in the world. We need to open ourselves to Spirit's awesome power to work through us to be a force for good in the world.

i would like to see more community involvement in the Castro neighborhood .

It's nearly impossible to find someone good at admin & visionary leadership & preaching. These are 2 totally different types of skills. I'd like to see the assoc pastor be primarily responsible for admin, volunteers & pastoral care. This wouldn't include the skills of the current assoc pastor.

I don't know of any changes, but the new pastor should have various thoughts, ideas, and strategies that are unique to our circumstances that we haven't tried before. Things need to be shaken up; so to speak.

more diversity in membership. multi-generational. attract families.

I think I outlined that in #5 but we need new blood, we need to involve new people; otherwise we will be recycling ideas from the same people who have been attending forever. We need to make MCCSF truly a place of diversity. We do *not* currently represent or interest the LGBT community as it exists in the larger world in terms of race/ethnicity, spiritual paths, age and so on. We truly need to be a place of prayer and sanctuary for ALL people within our community and be welcoming of those who are not typically part of our community. The hardest change that our new pastor should lead us to make is to get out of 150 Eureka. It represents the past, not the future and we need a pastor who can lead us to a vibrant future of growth, spirit and diversity by jettisoning 150 Eureka.

I think the church as a whole has to heal and move past the petty divisiveness and victim mentality into a focus on others

We have to bring others in. GLBT come with much baggage/pain, they need to know MCCSF is there.

Insist on leadership control to keep staff on the same track while improving finances,

Reaching into unchurched demographics. San Francisco is not the Bible Belt, so the key to getting folks into the church is to make church really WORK for some group of people who normally wouldn't be at church, rather than trying to compete or cannibalize the existing church-going population. I'm not sure it matters as much exactly which demographic she or he touches: youth, ethnic populations, recovery community, middle-aged men, trans-folk... it just matters that the new pastor be able to reach into communities and make MCC a relevant place for folks to come to church.

This church has a false idea that it is diverse. It is not. It is mostly made up of white people who are mostly male and of upper incomes, and all who are gay. This is not diversity.

It's not the pastor's job to change us. It's the pastor's job to make an offering. What we get out of it, that's our business.

We should be the Bay Area's queer mega-church. The new pastor needs to rebuild & grow MCC-SF --- and leave the conflict mongers in the dust. Enough looking back.

Bring our church members closer together.

Become THE Community LEADER we once were.

decide if we truly want to grow or not

I believe these gifts will depend on the vision and skills of our new pastor

Ongoing conflict resolution, not only in response to already-present conflict, but as a practical and spiritual life skill

GETTING PEOPLE TO COMMIT AND HAVE A CERTAIN COURSE OR POLICY TO COMMIT THEMSELVES TO AN COMMUNITY OF PEOPLE THAT CARE AND SUPPORT EACH OTHER, THROUGH LOVE AND MONEY.

Focus on reality / understanding our strengths / weaknesses / opportunities and threats

Each candidate should be able to present a plan, with steps to lead us toward the following: Spiritual goals - Take a stand. It's ok to have a Christian Pastor, our worship is based on Christian rituals. It's important to embrace other faiths also, however, watering down every message, and placing Buddha's around to make new comers feel at home is idiotic. Growth - Each candidate should be able to articulate how to take a small struggling church and grow it to a larger more successful community. Do not hire anyone who cannot tell us how this process works. Integrity - This is a place of worship, but it's also this Sr. Pastor's career. Integrity is crucial to this person's survival here. MCC pastors in the past have had sex parties, a history of drugs, dating relationships with congregants, and most recently picking one who just came out as her wife. This type of missing integrity and lack of boundaries will sabotage any Pastor's chance of success.

I go to the 7:00 service and it is simply wonderful. I think the congregation needs to learn how better to support the senior pastor. Someone needs to monitor their workload and signs of burnout. We need to provide something like at Jim's church in Berkeley where the pastor can go outside the loop and be totally real and get help, job coaching, emotional support. The pastor should look out for volunteer fatigue, and if we don't have people to take on a new project, then drop it.

Create a ministry that is relevant to the lives of folks in our community. One that draws people back thru the doors of 150 Eureka

1. The purpose of our Church should be focused again on important GLBT community and national issues: issues that other denominations don't or can't address adequately. Such a renewed focus would fertilize growth institutionally and spiritually in our midst: church for church sake will not increase our strength: an MCCSF interpretation of our LGBT issues can. Trying to minister to broader social ills should be left to the churches that have the resources for that effort.

Really help us to develop lay leadership that works...with many more leaders than the board. Engage lay persons in a worship committee to provide feedback, consultation and help! Help us to deepen the conversations we have with one another about our diversity. Develop systems for voices to be heard that are not just talking to the pastors...some sort of ombudsman who can confidentially listen to concerns or ideas. Again...lay leadership that can be supportive and helpful but not in the power position of pastor or board member. Having said that, I would like lay leaders for programs, etc to have some autonomy and authority to act (with obviously some procedures for review by whomever is appropriate)

To actually believe something--anything. As demonstrated by virtually every main-line church in the world, the Rodney King ("can't we all just get along") approach to matters of faith and spirituality is attractive to very, very, very few people. I would reference the previous survey choices--too many were political and activist in orientation. Leave that to social workers and the many full-time malcontents who call San Francisco and MCC-SF home.

The new pastor should understand their role as both prophetic and pastoral. Great preaching will certainly help fill the pews but attention to pastoral care is vital if we want people to stay. As much as it saddens me to say so, even after more than two years of effort, the pastoral care programs and efforts ... left many people outside our doors and many within aching for spiritual care and attention. It is not the heart of this congregation which is a problem. We have always believed in caring for those most on the margins and extending ourselves to sometimes radical lengths to make a difference. However, in the last era, fear and control was allowed to take over and robbed congregants of their own God-given call and opportunities to make a difference. I wish it were safe to name the specific examples of this but as many of you on this committee know it is now the norm that those who speak out risk punishment or exile. I implore you to dig very deep into the interpersonal dynamics of the new pastor, invite faith leaders who have served here in the last 10-15 years, still living within easy reach, to help you interview and ask the vital questions which will test their resolve to make a change. There are things

which a person from the pews will uniquely know to ask, likewise there are questions which a peer, a fellow faith leader, will know to ask which might not immediately occur. Where are these leaders? Rev. Jim Mitulski and Rev. Penny Nixon are often present but what of the countless others like Rev. Terri Echelbarger, Rev. Elisabeth Middleburg, Rev. David Gant (now in Maine but accessible virtually), Rev. Tessie Mandeville, Rev. Joe McMurray, Rev. Birta (chaplain), and you already have access to Rev. Michelle Kirby and Rev. David Mundy, not to mention a large number of MCC Clergy Interns who both live nearby and would gladly offer their input. If this church is to open its doors to the community and reestablish those relationships which may give us a hope for the future it must include listening beyond the limitations of one or two or even 7(board) leaders to hear the impassioned voices of this community. We have long been a church which risked stepping outside of tradition and into the liminal spaces where true spiritual growth and healing could occur. I believe we can be again.

1. Bring finances in order. There is no easy answer to this. (In fact, I agree that Lea wasn't able to achieve this, but I'm not sure that another pastor would have done any better.) I think if we had more of a community presence in other LGBT organizations, attendance and money would slowly follow. I guess #1 actually encompasses most of my ideas. There is a strong connection between outreach, attendance and donations.

Our new pastor must have the wisdom to lead change by manifesting the best of what we offer now, and finding ways to excite the congregation to explore and develop new ways of being that will help us not just survive, but grow. We need money - and those who we most critically serve and love, the marginalized, do not have it to give. We must change in a way that teaches those who 'have' - both individuals and corporations, to see, feel and embrace our passion of caring for those who 'do not have.' Our new pastor must be able to create a church with an engaging, magnetic and irresistible call to the larger community, to create a 'new thing' that is big enough and powerful enough to care for those who cannot care for themselves. This is a difficult message to frame and nuance in a time of recession, and in a country that is frightened to care for their own for fear of becoming 'socialists.'

Prepare for a capital campaign.

DISCONTINUE SUNDAY EVENING SERVICE. HAVE MORE OPPORTUNITIES FOR MEETING IN PEOPLES HOMES, LIKE REVEREND PERRY STARTED OUT.

There is a lot of feeling that the BOD is no longer acting on behalf of the congregation (or at least on behalf of the 7pm congregants). If true, this is not acceptable. Second, personally, I feel a great deal of doubt as to what the BOD attitude is toward the 7pm service. There is talk that they wish to change or eliminate the 7pm service. It seems as though the people of each service tend to stick to and defend their services but this needs to change. Everyone who attends every service needs to view all services with equal respect, purpose and importance (if they don't already).

- More transparency around how the church is governed (e.g. having a grievance process and better support of staff)
- Frank review of worship to see what works and doesn't (and possibly reducing the service length to attract more attendees).
- Reinstatement of ... 7pm music director

MORE EXPOSURE TO MORE OF THE POPULATION WITH ADDITIONAL INFORMATION OF WHAT HAPPENS BEHIND THE SCENES AVAILABLE TO THE MEMBERS

We need to believe again that blessings beyond our imagination are available from the source of which we are a part.

Change starts from the top and trickles down.

dump the narrow vision we have had and become a church that ministers to the community again and not a church that needs to be ministered to.

Many in the congregation feel extremely disempowered at this time. The new pastor needs to have excellent conflict resolution skills (or a family therapy background!) and examine the ways that power has been wielded over others in the past year(s) and how communication dysfunction amplifies disempowerment.

Make our church feel welcoming and filled with open-mindedness.

lead his flock to the head of the church, Jesus Christ

MCC must start up in a whole new way. What that model is, I don't know. Only the new Pastor who can meet this challenge will know, organically a new MCCSF must rise.

Involve more and new [to ministries but have been attending services] people, like all aspects of the LGBTQIQ framework of our congregation, not just the first two groups-Lesbian and Gay, as well integrate more non-white sisters and brothers, like readings as well as other public worship service.

Work with the church on church growth and church size and the changes in congregation mindset that it requires

1. Help us find our passion again, 2. rebuild enthusiasm and commitment, and 3. lead us to undertake more public ministry.

A more inter-faith focus... and less of a focus on Christianity...

To take us to an organization style where the leaders are respected, yet see themselves as servants and not governors.

Draw better attendance at worship. Inspire greater commitment to volunteering from those attending worship. Create ways for people living far from church or otherwise unable to volunteer or attend regularly to get involved. Give us a reason to build a new building, and then get us to make it happen.

I would like to see more of the readings taken from material that is not from the bible. I would also like to see more outreach to communities of color.

Ask selected church members to preach periodically (every 6-8 weeks perhaps). This will help create a broader sense of church "ownership" and possibly unite the congregation and pastors more.

Grow it. Grow 7pm service again-this used to be a highlight of our church. Expand to not just a "gay" church. Make it better for all people to come. The "if you are here you are queer" comments may actually make straight people uncomfortable...

More social justice programs, since we stopped involvement in Simply Supper, Perhaps working with LGBT seniors and / or issues around racism and classism in the LBGT community. Also teaching / leading / empowering the congregation to grow out of the victim mentality many people exhibit and act by, both individually and as related to MCC issues.



APPENDIX A: Desired Qualities

Respondents were invited to provide their own input regarding desirable qualities for MCC San Francisco's next senior pastor. In keeping with its commitment to transparency in the search process, the Pastoral Search Committee is providing the following survey responses:

MCCSF's next senior pastor needs to be strong enough to challenge the decisions of the other members on the board of directors if s/he feels their direction will not be in the church's overall best interest.

1. Ability to create a feeling of a "growing family" for MCCSF. 2. Ability to boldly ignore less important things and not get imprisoned by e-mail or slimy details of church administration. 3. Ability to crack the whip and say NO to staff and congregants

Charismatic, Prophetic, Developer

adhere to the mission statement of MCCSF of being a place of worship for all people vs what it seems to be now: a place of worship for all Christians; this pastor needs to have a "thick skin" to deal with the divisive nature of the some of the staff and congregants; charismatic

1. Demonstrated commitment to social justice. 2. Demonstrated commitment to diversity. 3. Demonstrated administrative/leadership skills

Demonstrated ability to fundraise; Thick skin - this is a difficult congregation; No history with our congregation - we need to move forward

I feel in a church filled with people who have struggled with gender identity, gender roles etc. It is crucial that our next senior pastor be female as our associate pastor is male so that there is a balance for those who may have trouble relating to one gender or the other.

open minded

Honesty, Sense of Humor, and Thoughtfulness.

Upbeat. Compassionate. Not-focused-on-own-baggage.

- A theological perspective that allow a group of Christians, pagans, Jews and agnostics to thrive together
- Capacity to delegate wisely - Firm love

Good with and encouraging interfaith into the weekly services and church events, good in developing and working with social justice programs, has helped in healing congregation organization structure.

A Senior Pastor needs to act from the heart. So many other things -- integrity, leadership, dynamism, etc. -- are enhanced and given significance when they come from the heart.

1. Desire and ability to develop MCCSF as a multi-faith community, without an disproportionate focus on Christianity. 2. Commitment to social justice as a primary expression of spirituality. Ability to look at the big picture. It's nice that we give gifts to homeless children, but can't we try to do something about the fact that there ARE homeless children?

A clear sense of self, preserving adequate self-care, ability to direct staff

1) The ability to stand up for every member of the Congregation, not just those he/she agrees with &/or are the largest financial donors. 2) Charisma. 3) Strong interpersonal/communication skills

Awareness of greeting newcomers; Self-reflection and desire to be a role model; Ability to self-advocate

(especially with the MCC Boards)

Must be both a visionary, and have the practical leadership skills to help make that vision a reality. This congregation needs a dynamic preacher, and someone who is not afraid to be social/political, and be a real advocate for our community. We also need to have someone who is truly respectful of our diversity.

Someone with conflict resolution skills who can help us build a healthy church structure.
Someone who can take us into the 21st century of communication with social media.

Integrity; values; sincere

Outgoing and affable

Dynamic Speaker

Sense of humor and a good support network for themselves, because it can be hard work being a pastor here.

Kindness. Knowledge. Compassion

Qualities that will lead MCC-SF to again become a "Christian Church".

an ability to prioritize - confidence to understand and prioritize his/her own responsibilities separate from the Board's

Open to ecumenical thought, not strictly Christian. able to start growing the congregation. knows how to do this. less political more spiritual - people come to church for spiritual uplift not a political speech

Experience in a divided community. Ability to multi task most of the time. At ease speaking one on one

1) someone dedicated to meeting the needs & healing/solving the problems of MCCSF BEFORE using the MCCSF pulpit to advance his/her own agenda - or use MCCSF merely as a springboard to the next step in his/her career.
2) someone truly dedicated to congregational care - dedicated to taking better spiritual care of the members we already have BEFORE we set out to right all of society's problems. We have a lot of formerly very active members (like myself) who haven't been to a church service in a VERY long time.

I thought your categories were very good, but forced a ranking that was artificial. I would rather have had the ability to rate each quality from "not at all" through intermediate steps to "absolutely necessary", or something similar.

Awareness of the arts, politics, and the secular world. Technologically and scientifically literate. A creative and imaginative mind.

Bold politically. Unabashedly caring. Motivationally connective.

The ability to involve the whole church in decision making. Knowledge of the Bible and the guts to actually use it at MCCSF. Someone who can work with the congregation.

Motivational - Full of integrity - Good listener

I am really hoping we have someone who is an intelligent and dynamic speaker. I would also like them to be organized.

The ability to inspire, unite, and motivate a diverse group of people as they deal with the wounds caused by ... departures, and as the church needs to address its financial and building issues. Huge, important job for someone.

warm and able to communicate with most people. be open and honest when dealing with conflict within the church and community. be willing and follow through with developing relationships with all groups of the GLBT community

1. Someone who is not afraid to make difficult decisions regardless of the fallout and without delay
2. Find people who can have strong, passionate voices but will accept and fully support final decisions that have

to be made. Team players. These people should not be rubber stamps of the senior pastor but must also be willing to support controversial decisions. Being heard does not mean that getting your way.

Time Management skills so pastor doesn't burn out. - Ability to set realistic goals and priorities so doesn't burn out staff/volunteers.

I would like to have a Pastor that is intuitive, concerned with our fit in the community, and getting us back to our social programs.

MCCSF is a training church so it is important that theological leadership is part of the necessary qualities the diverse makeup of our membership means that our senior pastor must be grounded but not dogmatic open to other paths to spirituality and experiences of the divine and lead conversations that we all can learn from and know how to bring the membership back from the edges of confrontation when personal feelings get involved

I would like a "global soul" who can embrace/share/incorporate many wisdom-faith traditions in the church. Would also like less emphasis on being a gay church and more on being a house of prayer for all people-young, ethnically diverse.

A plan for self-care, including how the church community can help, i.e. an active burnout prevention program.

Castro hotness. - Tough love. - Organized, but with a collaborative rather than top-down management style.

dynamic preacher

Public & media relations. Fundraising.

The ability to engage diverse stakeholders (board of directors, staff, volunteers, congregants, people who use the website as their virtual church, and key people in the larger community) behind a shared vision of the church's mission, and to be a prophetic leader rather than a reactive manager/administrator.

Staying power--know how to lead both pastorally and administratively without having a power trip

1. Person of color or a person who is actively engaged with the community of color. It's past time for some racial/ethnic diversity in our clergy. 2. Experienced with reinvention of a large organization; a visionary who can get us unstuck from the same ol' stuff we've been doing for the past 20+ years. 3. One who recognizes that the Divine is viewed in many ways can teach/lead with that in mind

Compassion understanding of personal problems in our community and speaking abilities and community development.

professional strong leader that can manage the staff that creates inspiring worship

friendly- personable-empathetic

Share, teach theology, spiritual knowledge.

Theological education, interpersonal skills, open minded and accepting of differences

Honest - Trustworthy - Compassionate

To be a person of color, NOT a white male. Not just important for a senior pastor but important for MCCSF.

Sense of Humor/Camp Friendly - Communication Skills - Empathy/Compassion

Be GAY. Be a DYNAMIC Preacher that preaches ONLY that which is pertinent to everyday life - not on so called 'speeches' in The Bible (no one was there to record the exact words, so how can anyone put 'faith' in those words? Be someone that has a VISION for the church and community.

Humor - Passion - "Love & Joy" Directly from the mouth of my 9 year old.

Sense of humor about her/himself & fellow human beings.

TEACHING AND TRAINING OTHERS, INTEGRITY, GOOD LISTENER.

Seasoned / Educated / Even Tempered

Leadership and Organizational skills are critical. Should have experience with a large congregation. We cannot have another Senior Pastor micro-manage him/herself out of a job again.

Integrity - Extremely important. No personal agendas, no dating congregants. The Senior Pastor must come to MCC whole - not seeking any personal solutions through MCC.

Fiscal responsibility - the Senior Pastor must have successfully managed a church and church programs. MCC has a terrible reputation for vanishing funds on Pastor led programs. This Pastor must have a record of financial responsibility.

Ability to take care of oneself, set boundaries, delegate, say No, and have a fun life
Be totally comfortable with our multi-faith approach, embracing all including atheists, pagans

he is an established scholar in religious studies and/or respected author.

I want the pastor to be dynamic, extraverted, passionate

1. Full tolerance for the full spectrum of belief and unbelief. 2. Ability to connect our ministry together to the concrete LGBT issues of the moment. 3. Ability to ask lay people to do whatever is doable by others than clergy.

1. Evolved Theological Orientation - A spiritual orientation that needs no modifiers ("queer" or otherwise) - universally accessible to all. 2. Personal maturity - no deep insecurities, areas of significant woundedness, glaring intrapersonal or interpersonal weaknesses, strong emotional intelligence.

Though I didn't list "integrity", it is essential. Also transparency, openness. Confidence: an ability to listen authentically, without ego involvement, to concerns and ideas from others.

being available to talk to after a service about the sermon. - being willing to learn from us - a personality worth listening too

1. Eager, swift, and open-hearted towards resolving the conflict which the most recent pastor and last board left painfully unresolved. 2. Commitment to bringing back local leaders in volunteer and appropriate guest roles to support the sense of longevity and history this church has so long embraced. 3. A commitment to the voices and hearts of the local community first, and a concern for the denomination which respectfully follows the needs of the people in the pews of MCCSF.

Ability to reach out and grow congregation. Knowledge of fundraising and finances in general.

High level of self-awareness in respect to personal skills and gifts both held and required.
Keen sense of marketing/sales to facilitate congregational and church growth.
Love based fearless leadership

Ability to give and receive love.

THE STANDARDS SHOULD BE LOWERED BECAUSE THERE ARE MANY CHURCH BUILDER REVERENDS THAT ARE NOT DOCTORS.WHAT IS SO COMPLICATED THERE THAT AN EINSTEIN IS NEEDED?

Must have integrity, must have humility, must be see all others as equals before God

- Respect and appreciate for music and musicians - Ability to connect with and inspire youth - Comfort with being in the public eye and representing MCCSF in the media

ENTHUSIASM - FRESHNESS - CURRENT

Belief that we are of God and that God is us. Belief that all beings are of the same source.

This question says qualities...important for "a" Senior Pastor to have. These are qualities I think OUR Senior Pastor should have. 1. Youth- this is a tough job. Troy Perry was in his 20s and so was Jim Mitulski. Don't doubt that someone young can know what they're doing. Plus we want them to stay for a while! 2. Knowledge of and experience with all three worship styles: traditional, contemporary and Taize. 3. Extroverted public speaker aka

somebody who LIKES to speak at rallies and go to networking/fundraising events. A "people person".

Knowledge of sacred texts. Skilled at Preaching. Counseling skills.

Our next pastor must have traveled outside the USA and should understand how our tiny microcosm of MCCSF fits in with the larger world. We are important but only in how we serve the cause of liberation -- not just making things easier for middle aged, middle class white people in the Castro.

The next senior pastor needs to have a well-developed and healthy personality that is not driven to be liked and able to be curious about difference without taking conflict or disagreement as a personal threat.

To be able to lean on the strengths of others, to ask for help from many not just a few inner circle people, and to keep asking for help always thereby developing many leaders by doing leadership with many.

Counsel Troubled LGBT Youth, Emphasize and build bridges between LGBT and Straight Communities and help overcome racism in the LGBT community.

ADHERENCE TO BIBLICAL DOCTRINE

Charismatic leader for an urban church, prophetic moving preacher

Intuitive. God - Spirit based, not new age psychology, not political activism. Don't dilute Faith.

Counseling and conflict resolution - Teaching and training - Community Builder

Ability to delegate pastoral duties & responsibilities among his/her staff

1. National Prominence. 2. Build MCC SF back up to where we should be. 3. Welcome and retain newcomers.

Lesbian-friendly, humble, inclusive of diversity of color-class-ability

1) Conflict management & resolution. 2) Vision for the community. 3) healthy boundaries, good self-care, sound psychological profile

An interest/experience in multifaith. motivate /help community and individuals develop spiritual practice and social justice work

1. Knowledgeable of events, past and present, affecting minorities and the disenfranchised. 2. Strong advocate of social justice. 3. Awareness of the issues of communities of color

A commitment to social justice; Large urban church experience; Experience supervising a staff

Authenticity/presence, exceptional communication skills, confidence and the ability to bring that out in others.

Appreciation for music in ministry-commitment. Commitment to different styles of worship

(1) Commitment to social justice & MCC's s. justice activities (2) ability to help raise money for MCC (3) realism re. whether we can build a new building and planning for that or alternatives



APPENDIX B: Responsibilities

Respondents were invited to provide their own input regarding key responsibilities for MCC San Francisco's next senior pastor. In keeping with its commitment to transparency in the search process, the Pastoral Search Committee is providing the following survey responses:

1. Right now going to MCCSF services feels like going to jury duty, people are there with a common purpose but they don't feel integrated. Senior pastor needs to create a culture where MCCSF services feel like a family reunion. 2. Senior pastor has to be fearless about experimenting with new worship times and styles. 3. Senior pastor must focus on the congregation FIRST and not waste time running around doing political crap that doesn't affect the quality of MCCSF worship services and activities for congregants.

seasoned in conflict resolution, resourceful as far as finding (and convincing) qualified people to find us a physical home, a true leader who can engage the board of directors so they don't burn out and resign.

1. Liturgy. 2. Preaching. 3. Teaching

Hire the best people possible and fire those who aren't performing - we can't afford dead wood. Streamline church services/operations to reduce expenses and maximize revenue inflows. Recruit members with diverse demographics, in particular 20/30 somethings and LGBT families

coordinating social services

Be visible in the community, Engage the congregation to volunteer...

Help create a collaborative work environment, supporting the staff with positive spiritual principles and regular, constructive feedback.

Facilitating intra-community communication

1. Involved in the fundraising, including the start of funding a new home for MCCSF and ensuring the support is there for MCCSF staff.

Did you mention fund-raising in your list? Certainly someone who can get people to open their wallets would be good.

1. Leading the congregation in a persistent struggle for social justice with an emphasis on justice for all people, not only LGBT equality

1) The ability to lead. 2) The ability to adjust to what the Church needs. 3) The ability to Minister to the Congregation/Community

Delegation vs. micro-management

Someone to work with others in the faith communities, the gay community, and the wider community.

church leader. oversee operations. pastoral care to church community

Get to know members well personally

Outreach to community, members

Encourage members to develop their gifts and become more involved in the church.

Uniting. Informing. Persuading

Dynamic intelligent preaching. Metaphysical slant to all preaching. less political more spiritual. stop preaching politics from the alter. able to elicit inspiration to members to go after their visions.

Create new ways of bringing all the congregation to service on Sun. & a weekday. Have a yearly congregational meeting for members to offer suggestion's on what can strengthen the church participation.

Ability to be oneself with congregants and non-church people. Hold a broad and long term view with congregants. Err on the side of more communication rather than less..

Create broad spirit of what MCCSF really is. Technology savvy

great worship. good preaching. span a large amount of responsibilities

To create an effective "building fund-raising drive".

be a spiritual leader of the church and develop ministry vision for the church. develop team leaders to minister to the congregation. be visible within the church and the community.

1. Coalition and consensus building of differing segments/factions of the congregation. 2. Recruiting diversity (women, straight, young people and people of color) within the staff and volunteers and/or encourage under-represented groups to become more involved in community life.

Leader of our church community, ability to develop MCCSF as the premier Queer Church, and know to successfully rebuild our Church Home (structure, financially, and members).

know how to delegate and identify skills and strengths of the congregation and help them grow in their church family also know how and when to take time so as to not burn out and be sure all church members are heard but not monopolized by one group person or view point

Able to recruit professional volunteers and skilled persons in the community to assist with such issues as finances, conflict resolution, legal matter, fundraising.

Teaching adult spiritual growth to adults. How shall we live in these times?

Making people cry on cue with his or her outstanding sermons. Managing staff in ways that make them feel empowered. Acceptance of the building we have rather than the one we want.

strong enough to say 'no'

Recruiting and retaining excellent staff and volunteers, delegating responsibilities to the right people, and leading the staff and volunteers rather than the pastor trying to do everything themselves. Fundraising.

- Envision and lead the implementation of a forward-looking vision of the Church (yes, I know, that's a big one, but it's essential at this point)

spiritual community preservation , fund raising and outreach to the community at large

For San Francisco's Senior Pastor, I think it's important that this person get involved within our community, more specifically, to bring back what we once had. After the departure of Jim, Penny, and Joe, as well as the moving, remodeling, and moving back, many of us haven't been back to MCCSF. I'd like to see the next person really take the reins, bring us all together and make us an even stronger congregation than we've ever been!

serve as a role model in communication

administration- staff- outreach

Politics should be minor, MCCSF is TOO political. Assist in establishing a Bible study.

Staff leadership and direction, overall worship leadership and coordination, Represent church to the wider community (gay, civic and general population)

To have outreach to grow the church with families, outreach to women, outreach to people of color.

Trusting the staff/congregation to do their part (no more control freaks). Confronting Destructive Behavior (Staff Management). Courage: To Say No, To Get Out of God's Way, To Say "I Don't Know"

Direct the church into the dynamic church it was before splitting into Russian River, the Peninsula and the East Bay. Be vocal with the press. Direct us in a successful NEW BUILDING DRIVE.

Investing in, and getting to know the congregation on a personal level.

Personally live & lead conflict resolution.

COMPELLING AND DYNAMIC SPEAKER, COUNSELING AND RESOLUTION.

Clear delegator / clear boundary setting

Leadership and Vision. Spiritual and Theological Inspiration. Community, and multi-generational awareness. We are far too isolated - no families, no young people, very little involvement outside of our corner of the Castro.

Get people to give more money and time to the church. Seek help outside MCC for problems like through a therapist, psychiatrist, etc. Express gratitude to people who are giving of their time and money.

he has journalistic skills and technologically competent

Grow the church population, bring community back into the church & MCCSF back into the community

1. Ability to challenge the institution. 2. Ability to challenge congregants. 3. Encourage congregants to explore the meaning of what we together are doing and saying.

1. Leading the church forward as a place that champions diversity of every kind - not just a focus on "queer spirituality".

Counseling and conflict resolution very important only under current circumstances...hopefully not forever. Providing leadership and modeling transparency as we learn how to embrace difference.

to keep our doors open. getting us out there to the public and keeping peace for all in our church

1. Reconciliation and mending of recent and long-standing community conflicts. 2. Reopening of 150 Eureka to meetings of the Recovery Community at least one day per week. 3. Bringing forward the innate leadership skills in the church to create programming rather than pushing for programming the pastor feels they can "control."

Oversee finances. (Be willing to trim staff if nec to save money.)

An effective facilitator of vision and mission. Savvy team builder and leader. Compassionate caregiver.

Integrity and honesty

FIND WAYS TO SAVE MONEY (REDUCING COSTS).

Must keep the church going in the right direction, must be in touch with congregational needs, must be open to following where The Spirit leads

- Work with music department and others to make worship "fun" - Motivate other staff without micromanaging - Help the congregation prioritize and set achievable goals

HAVE A PULSE ON THE CONGREGATION

Bringing us closer to and helping us connect with God and each other.

1. Either get us out of the building ASAP or help us repair it one room at a time. 2. Work closely with our PR Team to get us back into the broader community through our now dormant YouTube channel, for example. 3. OUR Senior Pastor, or any leader, has a responsibility to care for their mental health and emotional/sexual needs outside the church so they can serve us.

Weddings - Funerals - Baptisms

If the next pastor of MCCSF does not have a deeply grounded understanding of people who have no faith or other than Christian faith, we have no hope of growing as a congregation. If the pastor cannot articulate a journey that includes all of us, we are sunk.

The pastor must reflect back to the community the vision and values of MCCSF. It is important that the pastor not only believe in the idea of an open table but involve the congregation in creating it for each other.

It is time to have a pastor who is a competent worship planner but one who would rather empower lay people to bring their creativity and passion to developing a truly inclusive queer worship experience.

Preach, Listen and Understand the members

AN ACURATE REPRESENTATION OF JESUS CHRIST

Maintain a congregation of high caliber membership, find a way to keep spiritually grounded members who are leaving due to the immature childish actions of the worship and praise team.

Avoid cliques and favoritism. Balance participation of men and women.

Develop programs and ministries - Evangelism and outreach - Worship planning

Create a vehicle for mediation and conflict resolution among staff members and board/staff

relationships.

1. Represent MCC SF in the wider denomination.
2. Access outside sources of funding for programs.
3. Increase MCF social justice activities.

Staff supervision; Program planning

Build a strong team around him/her, Make strategic decisions, Lead by example and with discernment

(1) involvement in social justice in the community and spear-heading them at MCC (2) planning for a new building or alternatives




APPENDIX C: Survey

This section contains a snapshot of the Pastoral Search Survey through which survey results were derived.

Metropolitan Community Church of San Francisco

Pastoral Search Survey

Welcome!



This survey takes about 5-7 minutes to complete and is designed to help develop a profile of the desired qualities for MCC San Francisco's next Senior Pastor. Your survey responses will also provide prospective pastoral candidates with valuable insight about MCC San Francisco.

The deadline to complete this survey is Thursday, December 23, 2010.

The call of a new senior pastor is a momentous event in the life of a congregation. Please accept our heartfelt gratitude in advance for your participation.

The MCC San Francisco Pastoral Search Committee



Qualities of a Senior Pastor

The twelve (12) items listed below represent just some of the qualities which may be important for a Senior Pastor to have.

Prayerfully select the five (5) most important qualities. Then, rank your 5 selected qualities in numeric order with 1 being the most important and 5 being the least important.

Ranks cannot be duplicated; please choose only one (1) item for each number

* 1. Desired Qualities

| | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| A Visionary Who Can Sustain and Grow our Church | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Academic Theological Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| An Advocate for Embracing Diversity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Compassionate Caregiver | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Compelling & Dynamic Speaker | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Experienced Administrator | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Good Listener | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Integrity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Knowledge of Interfaith & Queer theologies | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Leadership Skills that Inspire & Motivate | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Represent the Church to the Wider Communities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Seasoned Senior Pastor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



Responsibilities of the Senior Pastor

The ten (10) items listed below represent just some of the responsibilities which a Senior Pastor may be involved with.

Select the five (5) responsibilities you feel are important for our next senior pastor. Then, rank your 5 selected responsibilities in numeric order with 1 being the most important and 5 being the least important.

Ranks cannot be duplicated; please choose only one (1) item for each number

* 2. Responsibilities

| | 1 | 2 | 3 | 4 | 5 |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Building Community Relations and Coalitions | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Church Administration | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Counseling and Conflict Resolution | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Develop Programs and Ministries | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Evangelism and Outreach | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pastoral Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Personal and Spiritual Development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Preaching and Leading Worship | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Teaching and Training Others | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Worship Planning | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



Additional Feedback

In addition to the qualities and responsibilities you selected on the previous pages . . .

3. Please list up to three (3) additional qualities you feel important for a Senior Pastor to have.

4. Please list up to three (3) additional responsibilities you feel important for a Senior Pastor to perform.



Challenge

5. What do you feel will be our new pastor's greatest challenge as s/he leads our church?



Transformation

6. What changes, if any, do you feel our new pastor should lead us to make in our church?



Thank You!

Thank You

We appreciate you taking the time to complete this survey. Your input is highly important, and we value the insight provided in your responses.

Please visit the [Pastoral Search Web Page](#) for additional information about the search process.

Questions? Send your inquiry to mccsfpastoralsearch@gmail.com.

