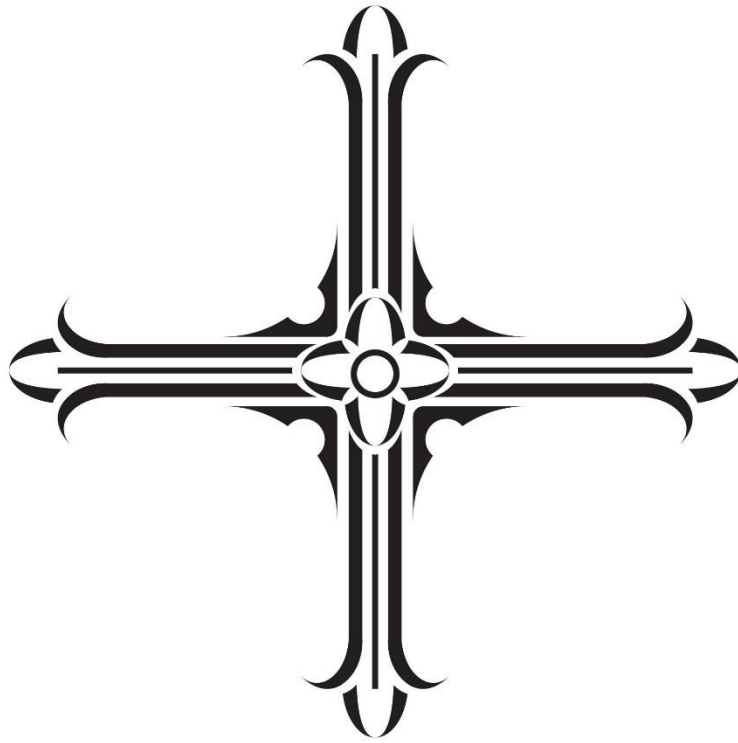




**CHRIST OUR SAVIOR
LUTHERAN CHURCH**

**BOARD OF ELDERS
POLICIES AND APPENDIX**

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Christ Our Savior Lutheran Church
Livonia, Michigan

POLICIES OF THE BOARD OF ELDERS

SECTION 1: PURPOSE

1.1 Purpose of Policies. The purpose of this document is to set forth the policies for carrying out the responsibilities of the Board of Elders (“Board”) of Christ Our Savior Lutheran Church of Livonia, Michigan (“COS”).

1.2 Purpose and Responsibilities of Board. The chief purpose of the Board is to function as an extension of the pastoral office as described in Article 5 of the Bylaws of COS (“Bylaws”). The responsibilities of the Board include the spiritual welfare of the members of the congregation and oversight of the worship life of the congregation.

SECTION 2: SELF-GOVERNANCE

2.1 Organization of Board. The Board shall be chosen and organized in the manner described in the Bylaws.

2.2 Board Policies. Consistent with the Bylaws Art. 6, Sec. F, the Board shall maintain written Policies and shall update such Policies from time to time as the Board deems prudent or necessary. The Board shall append written practices to the policies (see Appendix). The practices shall be employed by the Board when carrying out the duties prescribed in the Bylaws. The policies shall be reviewed annually and modified by the Board as needed.

2.3 Board Officers. The Board shall elect a Chairman, Vice Chairman and Secretary in accordance with Bylaws and with the concurrence of the Senior Pastor. The Chairman shall fulfill the responsibilities given him by the Constitution and Bylaws, preside over all Board meetings, represent the Board at Church Council meetings and serve as Board spokesman to the congregation. The Vice Chairman shall fulfill the responsibilities of the Chairman in the Chairman’s absence. The Secretary shall record and publish meeting minutes and produce other documents and materials as the Board deems appropriate.

2.4 Member Orientation. Upon induction, new Board members shall be oriented as determined by the Chairman. The orientation will ensure new members understand:

- Policy-based governance
- Policies of the Board
- Worship service duties
- Confidentiality and other COS policies
- The use of the church membership data base (e.g. Church 360)

- Other topics as determined by the Board with the input of the Senior Pastor

2.5 Member Expectations. Members of the Board shall be actively involved in the parish life of COS. Members demonstrate active involvement by:

- Regularly attending worship services and frequently receiving the Lord's Supper.
- Participating in and promoting the educational programs of COS.
- Striving to live as an example to others in his enthusiasm for the ministry of COS and his commitment to spiritual growth, family devotions, private prayer and Christian stewardship of time, talent and treasure in service to God and neighbor.

2.6 Member Accountability. The Board will periodically review members' adherence to these Policies. Failure by any member to adhere to the Policies will be addressed by the Chairman and Senior Pastor. If the member continues to fail to adhere to the Policies, then the matter will be addressed by the Board. If the member still continues to fail to adhere to the Policies, the matter will be referred to the Voters' Assembly. The Voters' Assembly may remove the member from the Board according to the Bylaws.

2.7 Meeting Frequency. The Board will ordinarily meet monthly. The Chairman may call additional meetings as needed to carry out the Board's responsibilities (see Section 3).

2.8 Meeting Quorum. Attendance by a majority of Board members shall constitute a quorum. Note that the Chairman of the Church Council is a non-voting member of the Board and is not included in determining a quorum.

2.9 Senior Pastor. The Senior Pastor shall attend all meetings of the Board. In the event the Senior Pastor is unable to attend, he shall designate one of the Associate Pastors to attend in his place.

2.10 Meeting Conduct. The Chairman shall prepare an agenda and conduct the meeting. Generally, decisions of the Board shall be made by consensus. The Chairman may follow *Robert's Rules of Order* if needed.

2.11 Meeting Content. Meeting agendas shall reflect the responsibilities of the Board (see Section 3).

2.12 Communication with Congregation. The Board shall communicate with congregation members about the Board's activities as the Board deems appropriate.

2.13 Ministry Coordinators. The Board shall appoint Elders to serve as coordinators and advisors to ministries under the Board's purview. These ministries include the acolytes, lectors, altar guild, ushers and other ministries as determined by the Board.

2.14 Committees. The Board may appoint one or more committees (Bylaw Art. 5, Sec. D). Such committees shall serve only for the duration required to accomplish their task and the Board will retain ultimate responsibility for any tasks delegated to its committees.

2.15 Assistant Elders. The Board may engage former members of the Board (“Elder Emeriti”) to assist the Board in its responsibilities. Elder Emeriti who are communicant members of COS and desire to serve in this way may be rostered as Assistant Elders. Further definition may be found in this document’s appendix.

SECTION 3: RESPONSIBILITIES

Responsibilities Under Bylaws. The Board’s responsibilities are conferred by the congregation in the Constitution (Art. 6, Sec. D). These responsibilities are described in the Bylaws (Art. 5).

SECTION 4: CARING FOR COS MEMBERS

4.1 Assigned Members. Each Elder will be assigned a group of COS member households (“Shepherd Group”). The Elder is responsible for assisting the Pastor in the spiritual care of the members of his Shepherd Group. The Elder will endeavor stay in regular contact with the members of his group and will uphold his members in prayer. Members are responsible for performing their duties as members (see Constitution Article 5).

4.2 Inactive Members. It is impossible for members to perform their duties as members without regular participation in the life of the parish. Members of COS who are consistently absent from Services without a known reason are considered to be “Inactive Members”. Inactive Members continue to enjoy the benefits and responsibilities of membership (Constitution Article 5).

4.3 Shepherding the Inactive. The Board shall maintain a process for encouraging Inactive Members to attend Services so that these members may receive the benefits Christ offers through the Word and Sacrament ministry of the Church. The Board shall document this process in the Appendix to the Board of Elders Policy manual.

SECTION 5: MAINTAINING DISCIPLINE

5.1 Church Discipline. The Board is responsible for maintaining discipline in the congregation and ensuring it functions in accordance with established church doctrine (Constitution Art. 5)

5.2 Discipline Process. In all matters of church discipline, the Board will follow the example given by our Lord (Matthew 18).

SECTION 6: ADMINISTRATION OF WORSHIP SERVICES

6.1 Form and Content. The Board shall ensure the Services at COS conform to and reflect the doctrinal standard set forth in the Constitution (Art. 3).

6.2 Schedule. The Board shall determine the schedule of Services in consultation with the Senior Pastor and Director of Music. At least one Service shall be scheduled every Sunday. The Lord's Supper shall be offered in at least one Service every Sunday. Additional Services may be scheduled from time to time to observe festivals of the church year and provide opportunities for all to hear God's Word and receive the Sacraments.

6.3 Logistics. The Board ensures the worship space and those assisting the pastors in the conduct of the Service are prepared. The Board shall document these processes in the Appendix to the Policies. The Board shall develop guidelines for ushers, Altar Guild, acolytes, lectors and other roles as needed.

SECTION 7: STEWARDSHIP OF THE SACRAMENTS

7.1 Purpose of Section. The Sacraments are mysteries of God, the stewardship of which God has entrusted to the Church and her pastors. The purpose of these policies is to provide guidance as to whom the Sacraments are administered at COS. The chief responsibility of the administration of the Sacraments at COS is conferred upon the Senior Pastor by God through a call of the congregation.

7.2 Who may Be Baptized. Anyone who desires to be baptized at COS may be baptized at the discretion of the Senior Pastor.

7.3 Baptism of a Child of a Member. Children of parent(s) who are members may be baptized at the request of their parents. The parents of the child may select sponsors for their child. Sponsors must be baptized Christians (preferably Lutheran).

7.4 Baptism of a Child of a Non-member. Children of parents who are not members of COS may be baptized at the request of their parents and at the discretion of the Senior Pastor. The parents of the child may select sponsors for their child. Sponsors must be baptized Christians (preferably Lutheran).

7.5 Who May Receive Communion. Consistent with the biblical witness (1 Corinthians Chapter 11) and the teachings of this congregation, COS invites anyone to receive the Lord's Supper who:

- A. Repents of his or her sin
- B. Trusts in the promises of Christ delivered in this meal: forgiveness, life and salvation
- C. Believes in the Real Presence of Christ's Body and Blood in, with and under the bread and wine

D. Eligible communicants include:

- Communicant members in good standing at COS (described in 7.6)
- Communicant members in good standing in a congregation in fellowship with us (described in 7.7)
- Those who are baptized, eligible to receive the Lord's Supper in their home parish and affirm A through C of 7.5

7.6 "Good Standing". A communicant member is in good standing unless otherwise advised by the Senior Pastor. The Senior Pastor will advise the Board of any communicant members who are not to receive the Lord's Supper.

7.7 Congregations in Fellowship With Us. Congregations in fellowship with us include sister congregations of The Lutheran Church—Missouri Synod and congregations of other church bodies in fellowship with The Lutheran Church—Missouri Synod.

7.8 Communication of our Practice. Recognizing that the pastors and communion assistants may not recognize who may receive the Lord's Supper and who should not, the service folder will include a statement regarding our practice of responsible/close communion so that those who should not receive the Lord's Supper either refrain from approaching the rail or approach the rail in a way that communicates to the pastors and assistants that they are refraining from receiving the Lord's Supper.

SECTION 8: RITES OF THE CHURCH

8.1 Purpose of Section. Funerals and the Rite of Matrimony are integral to the ministry of COS and invoke God at the milestones of our life together.

8.2 Who May Wed at COS. COS makes its pastors and facilities available for wedding Services. Weddings of members and non-members are performed with the approval of the Senior Pastor.

8.3 Location. The pastors of COS will perform weddings on church premises. Exceptions to this policy must be approved by the Senior Pastor and reported to the Board.

8.4 Who May Receive a Funeral at COS. COS makes its pastors and facilities available to its members for funeral Services. Funerals of members and non-members are performed with the approval of the Senior Pastor.

SECTION 9: AMERICAN AND CHRISTIAN FLAG DISPLAYS IN THE SANCTUARY

9.1 Explanation of Section. There were reasons in the recent past for not displaying the flags in the Sanctuary. Those reasons centered around the understanding that God's house is where the Gospel is proclaimed in its entirety to all regardless of one's national orientation. The Elders understood that previous rationale but continued to discuss the issue. They understood that Synod considers this a freedom that each congregation has the ability to decide for themselves. Therefore, we have decided unanimously to reinstate the practice of displaying the American and Christian flags at all times. "The greatest freedom that we enjoy as Christians in America is the freedom of religion." Therefore, we thank God and all those who have defended this freedom as well as providing for us all of the other blessings that we enjoy. As an expression of our thanksgiving, we display the American flag and the Christian flag in the Sanctuary of Christ Our Savior.

9.2 Location of Flags. The flags will be displayed in the rear of the sanctuary, with the American flag located on the right side as you face the rear, and the Christian flag will be displayed on the left side.

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**Christ Our Savior Lutheran Church
Livonia, Michigan**

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GENERAL DUTIES AND RESPONSIBILITIES

- Pray for the pastors and other spiritual leaders.
- Encourage the pastors and staff in their calling, work, and actions.
- Be concerned with the spiritual, emotional, and physical health and welfare of the pastors, staff, and their families.
- Assist the pastors, as requested, in counseling with difficult cases and finding peaceful and God-pleasing solutions to personal problems within the congregation.
- Take spiritual charge and oversight of family groupings assigned to them in liaison with the pastors.
- Assist the pastors with distribution of communion, funerals, baptisms and weddings.
- Assist call committees, formed by the Chairman of the Church Council and Chairman of the Board of Elders, in gathering call lists and calling a new pastor and other staff members when a vacancy occurs.
- Maintain discipline within the congregation according to the Scriptures, the Lutheran Confessions, and Matthew 18:15-20.
- Ensure that the congregation functions in accordance with the established doctrine of the Church as listed in Article 3 of the Constitution.
- Support the prompt transfer of members who have left the church and new Lutheran families moving into the community.
- Review monthly church attendance reports and call on delinquent members as described in the appendix Shepherding the Inactive.
- May assist in visitations to the sick, hospitalized, and shut-ins in coordination with the pastors and visitation volunteers.
- Greet visitors with a friendly personal welcome.
- Coordinate with the Altar Guild in the care, use, and maintenance of the sacred vessels, the altar, altar furnishings, and vestments as described in the Altar Guild section of the appendix.
- Coordinate with the Altar Guild and church office to maintain an adequate supply of expendable items such as communion wafers and wine, baptismal napkins, and candles.
- Maintain and fill rosters for all usher teams. Establish monthly schedules for teams for regular services. Schedule usher teams as required for special services.
- Maintain and fill roster for acolytes and schedule them for regular services and special services as required.
- Maintain and fill roster for lectors and schedule for services as required.
- Review and approve/disapprove of new forms of worship, liturgies, and hymns for use in worship services.
- Encourage participation in Bible classes and spiritual programs by congregation members.

- Attend specific training as determined by the pastors and this Board.
- Investigate cases of severe financial need within the congregation and coordinate with the pastors on recommendations.
- Conduct periodic review of Board policies and processes/procedures and update or modify as determined by the Board.
- Be active in devotional life; public (Bible classes at church), and private (home).
- Notify the Thursday morning crew of any needed maintenance. Clipboard is located in the church office.
- The Board of Elders Policy Manual should be reviewed annually and updated as necessary.

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SERVICE DUTIES

The responsibility of the elder on duty is to ensure the Service begins on time and proceeds in an orderly fashion.

LEAD ELDER RESPONSIBILITY

Each Elder will typically be assigned to Lead Elder responsibilities one Sunday per quarter. The Lead Elder is responsible for covering both services on the Sunday they are assigned, following the duties described below. This includes opening the building before the early service and staying after to lock up after the late service concludes. The Lead Elder should also monitor the sanctuary during the Sunday School / Bible Class hour between services.

BEFORE THE SERVICE

- Contact the acolyte(s) and assisting elders one or two days before the service to remind them of their expected service. If assigned to the first Sunday of the month, contact the Usher Captain as well as they begin their month's rotation.
- Arrive at least 45 minutes prior to the Service time.
- Ensure entries are clean and clear. Remove rubbish or sweep walks if needed. In winter, shovel snow and salt walks. When it is snowing, periodically check that entrances are free of snow and ice.
- Unlock doors
 - The double doors at the gym entrance and the west (office) entrance using the key card.
 - The west wooden doors and the south doors nearest the welcome center using the hex key located in Usher's Room in upper cabinet.
- Screen Announcements (Narthex and Glass Door Hallway Displays)
 - Turn on the slideshow screen announcements following the instructions located with the video displays.
 - Remotes are located in the Usher Room and Furnace Room.
- Lights
 - During the worship services, the Elder is responsible for the sanctuary lighting utilizing the keypad on the back wall of the sanctuary using the following designations: 1) On; 2) Service; 3) Wedding/Funeral; 4) North Transept; 5) South Transept; 6) Balcony. The bottom left button (unnumbered) is the Off button. Before the service, setting 1 is used, then during the greeting setting 2 is used.
 - Turn on overhead lights in narthex, coat room, halls, restrooms, lounge and chapel.
 - Turn on lights/lamps in mothers' room (off lounge).
 - When dark outside, turn on exterior lights at each entrance.

- Audio-Video Technician Guidelines
 - Responsibility for the audio-video equipment, technician's training, and scheduling resides with the office staff.
 - The scheduled team will power up the equipment, manage the necessary aspects of worship, and will power down the equipment after the last service.
- Prepare the worship space and logistics:
 - Check Sanctuary thermostats, particularly on warm or humid days when cooling the Sanctuary before it fills helps maintain a comfortable environment.
 - Check candle lighters for oil and fill if necessary. Ensure sufficient wick length to touch oil.
 - Verify the offering plates are placed on the pedestals at the entry of the sanctuary. Two additional plates should be located under the usher's pew to replace those brought forward during the service. These may be used by congregants as they leave after worship is concluded.
 - Get canvas money bags (from drawer in Classroom 6) and put them in Sacristy.
 - Review service folders and check with pastor(s) for any special instructions.
 - Coordinate any special instructions with captain of usher team.
 - Assist acolyte(s) robing for worship; review procession and instructions as needed. Two adult members (usually a parent or relative) should be present during robing
 - Verify that the audio/visual person has conducted a sound check with the lector.
 - Make note of those who are unable to go the rail to receive the Lord's Supper.
- Greet worshippers. Hold the door open for worshippers as they enter the Sanctuary. Close the doors after the announcements are made. Doors are usually closed to minimize disruptions to those meditating in the Sanctuary while preparing for the Service.

DURING THE SERVICE

- Assist where needed to minimize distractions in matters large and small (such as in cases of medical emergency or malfunctions of the sound system). When not carrying out responsibilities, be actively involved and attentive in worship.
- Provide support to usher team, as needed. During the service, "walk" the halls to perform a security check of the building. If during the service, an usher doesn't distantly follow youth when they leave the service, the elder should do so.
- During the late service, at approximately 11:30, the elder is to enter their code, on the keypad across from the Senior Pastor's office, to lock entrance doors. (This leaves the main doors in the narthex unlocked.)
- Shortly after the sermon's conclusion, assisting elders should proceed to sacristy to robe for communion.
- Assign responsibilities to communion assistants (i.e., who will distribute host and who will carry trays and who will dismiss pastors) for both congregation and pastors' communion process.

- Notify “roaming” communion assistant or pastor of communicants unable to approach rail.
- Note the following at distribution: (ref: Hymnal Divine Service Settings, p. 164 or 181 or 199)
 - When handing the wafer, say, “Take, eat; this is the true body of our Lord and Savior Jesus Christ, given into death for your sins” or say, “The true body of Christ, given for you”.
 - When giving the wine, say, “Take, drink; this is the true blood of our Lord and Savior Jesus Christ, shed for the forgiveness of your sins” or say, “The true blood of Christ, shed for you”.
 - Of the three Elders serving the last table, one should be identified prior to communion who will pronounce blessings on those not confirmed. For example, “The Lord bless and keep you steadfast in faith.” or “God bless and keep you.”
 - Dismiss the pastors’ table or as “roaming” assistant dismiss the person in pew: Say, “The body and blood of our Lord Jesus Christ strengthen and preserve you in body and soul to life everlasting. Your sins are forgiven; depart in peace.” while making the sign of the cross.
 - In the event the Elders run out of elements (wine and/or wafers) during the communion distribution, the Lead Elder is to be informed, and he will ensure that a Pastor consecrates any added elements before they are used in the communion setting. This includes any elements brought in from either the sacristy or the chancel window alcoves.

AFTER THE SERVICE

- Secure an elder or the usher captain to accompany you to retrieve offerings from altar and those resting on the pedestals and place in bag.
- Deposit bag with offerings into safe while accompanied by another elder or usher captain.
- Assist where needed (help ushers with cleanup, greet members and visitors, prepare for next service).
- After second service:
 - LOCK doors, turn OFF lights and turn OFF handicapped switches at gymnasium door.
 - If not already performed, using your Elder code, toggle the doors at the panel outside of the Senior Pastor’s office.
 - Turn off the slideshow screen announcements following the instructions located with the narthex and glass door hallway displays.

PROCESSIONAL SERVICES

- Coordinate with all three acolytes prior to Sunday that they will be there.
- Coordinate with the pastor which acolyte will be the crucifer, which ones will light the candles, and where they are to sit during the service.
- Move two candle lighting tapers and the cross to the narthex area prior to the start of service. Make sure there are matches or a lighter available to light the tapers.

- Remind the crucifer to not hit the underside of the balcony when entering the Sanctuary.

BAPTISMS

Perform the following tasks after inquiring of the pastor for additional details.

- Move the banner, candle, napkin, etc. from the Sacristy to the Sanctuary, and hang the banner. At end of service, ensure that the family takes these items. Pre-lighting the candle before the service aids its ignition during the service.
- Obtain microphone for elder's part welcoming the newly baptized (LSB 271) and place it on the communion rail. Practice reading the greeting as written in the Bulletin prior to the service.
- Welcome the one to be baptized and family. Review service and seating arrangements with them. Reserve pews for family, based on number of guests as family indicates.
- Fill the font with hot water (water will cool to room temperature quickly). Empty font at end of service and replace the cover on the font.
- Remind the acolyte to light the Christ Candle.

WEDDINGS

- A few days before wedding, contact COS wedding coordinator or church office to confirm time elder should arrive. Typically, 45 minutes prior to the service provides sufficient time to check and fill the candelabras (if required).
- Unlock facilities, turn ON lights, and inquire of the pastor for additional details. (note the previous section Before the Service) use the "Wedding/Funeral" button on keypad).
- Assist COS wedding coordinator as requested.
 - Approximately 20 minutes prior to the ceremony, light the pew candles using a special curved lighter.
 - Approximately 10 minutes prior to the ceremony, light the candelabra candles. The two candles beside the unity candle will be lit by the mothers (or family members). Elder needs to have a lit candle lighter available for them.
 - The elder may be requested to support the ushers.
 - Escort groomsmen to Sacristy if requested.
- After ceremony, lock facilities, and turn OFF lights. (note the previous section After The Service above). The elder may stay to help the wedding coordinator but is not required to remain to lock the facility.

FUNERALS

- Contact the officiating pastor to confirm the time the elder should arrive, normally 1 hour prior to the scheduled service time. Some funerals will have a pre-service viewing requiring earlier attendance. Proper dress is required (shirt/tie and coat). As the elder is also the acolyte and usher at this service, refer to those sections as necessary.
- Unlock facilities turn ON lights and inquire of the pastor for additional details. Ask if there is a need for a microphone(s) (and placement) and how many pews are to be reserved for the bereaving family. Place a box of Kleenex in the first reserved pew.
- Check the candle lighter and candelabras for sufficient oil and fill as noted in the appendix Altar Guild section.
- Obtain pall from sacristy cabinet on the back bar and place on rear pulpit-side pew. The funeral home staff will drape the casket prior to moving it to the front of the church at the start of the service and then take it off and place it back on the pew upon moving the casket out of the Sanctuary.
- There may be a request for a small table for ashes and pictures and/or pedestals for flowers at the front of the church, these items may be found in the sacristy.
- Light the chancel candles about 15 minutes prior to the service. (see the acolyte section on lighting candles) The altar candles are usually not lit but check with the pastor before the service. Use "Wedding/Funeral" button on keypad for Sanctuary lighting.
- Pass out bulletins; assist funeral director as needed. The elder may be asked by the pastor to urge the attendees into the Sanctuary about 5 minutes prior to the start of the service. The pastor will take the family into the lounge or chapel for a prayer before they file in behind the casket.
- If COS is hosting a bereavement dinner, provide a count to the kitchen, and, after the service, shepherd those in attendance, as needed, to the gym.
- Activate tower bell tolling (switch in Gethsemane Room, to the right of the door) at conclusion of funeral service as the casket leaves the Sanctuary. Turn off tower bell after funeral procession leaves the parking lot. If no procession, turn off tolling tower bell after everyone leaves narthex. Normally there is no tolling of bells for urns unless requested. Offer any remaining bulletins to the family.
- Extinguish all candles following the practice noted in the acolyte section. Return pall to sacristy cabinet; check for items left in pews; lock the facilities and turn OFF all lights.

USHER GUIDELINES

The usher is primarily responsible for welcoming and assisting worshippers in the Sanctuary before, during and after the Service. Always be alert to the needs of worshippers. Be genuinely friendly to all and complete tasks with a smile.

ORGANIZATION

- A sufficient number of ushering teams are needed to serve. Twelve teams are recommended on the Christ Our Savior Ushering Roster.
- Each Team should consist of between 6 and 8 members.
- Teams serve on Sundays continuously for a month period, twice per year (or as the schedule defines) plus special services as scheduled.
- The Elder assigned to the Ushers:
 - Prepares and publishes an annual Sunday schedule and special services schedules.
 - Assigns Team Captains or endorses the choice of the Team.
 - Posts schedules in the kitchenette located beside the Narthex.
 - Interacts with Usher Teams to address needs.
- Team members are recruited by the Elder, by the Team Captains, by other Team members, or are received as volunteers. Anyone interested in serving as an Usher should contact the Elder or a Team Captain.
- ABSENCES: Ushers should try to arrange for their own replacement. Members that cannot be present on a particular Sunday or special service for which they are scheduled, should strive to get a substitute (trade with someone from another Team) and notify the Team Captain. In a last-minute emergency absence, at least try to notify your Team Captain that you can't be present.

APPEARANCE

- Ushers always appear in church clean and neatly dressed in professional business attire.
- Men should wear a coat, necktie and polished shoes.
- Women should wear a jacket-type outfit or modest dress.
- Ushers should wear an "usher" badge so they may be easily identified. Badges are stored in the Usher's Room.

BEFORE THE SERVICE

- Usher Captain should ensure at least 4 ushers will be on duty
- Ushers should arrive no later than 20 minutes before the Service.
- Check in with Usher Captain for any special instructions.
- Check moveable communion cushions to ensure they are in place.
- Check to see if any pews should be reserved for baptisms or other special events, and place sign(s) accordingly.
- Greet worshippers as they enter the nave; distribute service folders and children's bulletins as appropriate. Ushers should be stationed just outside the sanctuary doors in the narthex.
- Provide hearing amplifiers to worshippers that request them (see separate posted instructions).
- The usher captain should ensure that conversations are at a minimum and at a low-level during worship.
- One usher should be stationed at the main church entrance off the narthex (south side) to assist the handicapped in entering the building.

DURING THE SERVICE

- **LATE ARRIVALS:** Usher to their seat as they arrive unless during prayer or the reading of Holy Scripture (politely inform them they will be seated at the conclusion of the prayer or reading; give them a service folder in the meantime).
- **ILLNESS:** Assist the worshipper to narthex. In case of emergency, call 911. A first aid kit is available in the kitchenette and an A.E.D. is located on south side of Narthex (see instructions later in this appendix).
- **LIGHTING:** Normally the lighting is controlled by the Elder. As a backup, the following settings are used: "On" button ahead of the service and #2, "Service" button during the greeting and remainder of service.
- **MONITORING:** If children leave the sanctuary during the service, an usher will follow them at a distance (for the children's safety) and stay outside the Gethsemane Chapel. When the child returns to the sanctuary, again flow at a distance and return to the usher pew.
- **OFFERING:**
 - After the sermon and on pastor's signal two ushers will take the offering plates from the pedestals to the chancel.
 - For communion services, two ushers should close and latch communion rail gate and place kneeling pad in front of gate
 - Bow before leaving, turn toward each other and return to the rear of the Sanctuary.
 - The ushers should take two offering plates, located under the usher pew, and place them on the pedestals for congregants to use after the service concludes.
- **HEADCOUNT:** Usher Captain assigns an usher to count the people. Count everyone including all children, staff and ushers and those in the balcony, lounge and nursery. Record the count on the Count Sheet that was included with the service folders and place in the kitchenette.

- **WORSHIP:** When not carrying out responsibilities, sit on pew at rear of Sanctuary and be actively involved and attentive in worship.
- **COMMUNION:**
 - Two ushers remain at front of side aisles acting as “gatekeepers”
 - Two other ushers will usher people from the pews
 - Timing is important...people communing should be at the front communion rail as Pastor & Elder Assistants come down steps to begin offering communion.
 - Start with first row of center sections and usher people to side aisle working to rear of Sanctuary and then transepts. Begin ushering 20-25 people from pews continuously.
 - Gatekeepers should release up to 15 people to the front communion rail and 8 to 10 people to the side communion rail
 - Gatekeeper should instruct the first person going to the front rail to stop at the center and stand
 - As soon as the first group has kneeled at the front rail, gatekeeper should release the next group to the side rail
 - Gatekeeper should instruct the first person of that next group to stop at the front corner and instruct each succeeding person to walk behind the previous person and stand beside them
 - Persons communing from the transepts should return to their pews via the center aisle.
 - After all the worshippers have communed, the two gatekeepers that commune last should open the rail gate and remove the kneeling pad so that the communion assistants and pastors can exit and commune at the rail. Then those ushers should return to their positions at the rear of the Sanctuary.

AFTER THE SERVICE

- Greet worshippers again as they leave; give special attention to visitors.
- Receive hearing amplifiers back from worshippers, verify they are shut off, and return them to the storage box.
- After all worshippers have left, straighten hymnals in racks with crosses facing the future worshipper, pick up service folders and other discarded material in hymnal racks, on pews or on the floor.
- Remove sheets from friendship pads and place them on counter in Ushers Room.
- Give lost items (articles of clothing, purses, etc.) to the Elder on duty or put in kitchenette and tell Elder.
- Assist in preparing for next Service as needed.
- One usher should be stationed at the main church entrance off the narthex (south side) to assist the handicapped in exiting the building.

INDIVIDUAL HEARING AMPLIFIERS FOR CHURCH SERVICES

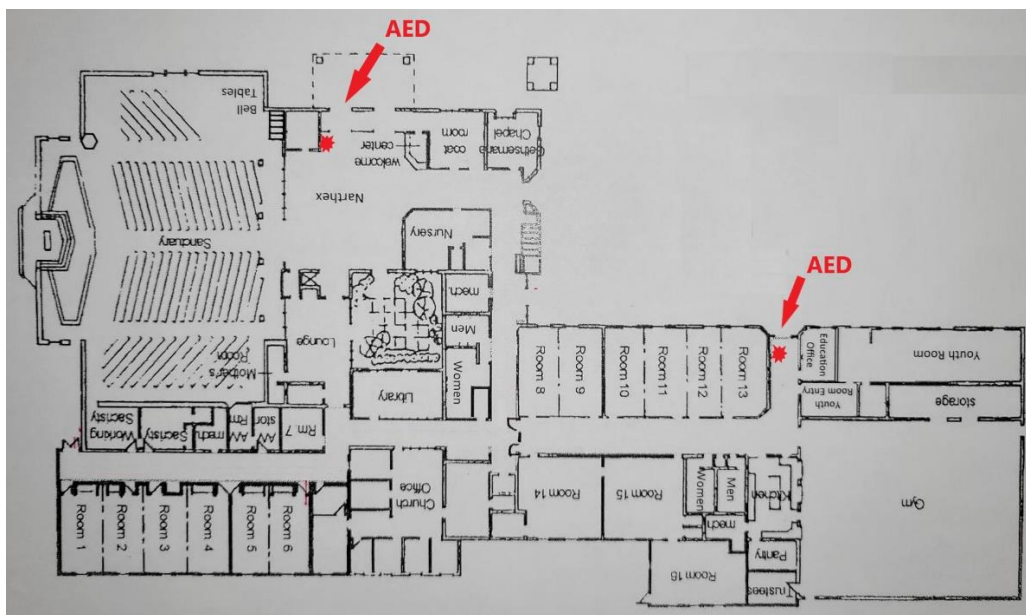
- Five individual hearing amplifier receivers (Williams Sound PPA R37) are available for use by congregational members and visitors in the COS Sanctuary during services.
 - These are wireless, battery powered, and frequency seeking (already tuned to our wireless microphone transmitter frequency) units with a small earbud earphone.
 - They are stored individually in small boxes inside a larger box located in the Usher Room right-hand side bottom door of cupboard.
 - Very simple operation – an ON/OFF/Volume switch at the top with a green light that indicates the unit is on. Volume increases as the number increases. Instructions are included in each box if needed.
 - Replacement Foam Cushions for the Earphones are also in the large box.
- Announcements will be published in the monthly Disciplegram and weekly Discipleship Update so our congregational members are aware of the amplifier availability, who to ask to get one for the service and that they should return it to an usher at the end of the service.
- We are asking our Ushers to handle the distribution prior to services, collection after services, and storage back into the boxes.
 - Before the service, when requested by a service attendee, an usher should
 - remove the receiver and earphone from the box
 - put a new foam cushion on the earphone for sanitary purposes
 - plug in the earphone into the jack at the top of the receiver
 - show the attendee how to turn on the receiver and adjust the volume
 - ask the attendee to return the receiver/earphone after the service
 - After the service, an usher should
 - accept the receiver/earphone back from the service attendee
 - remove the foam cushion from the earphone and discard into garbage can
 - remove the earphone from the receiver jack
 - make sure the receiver is turned off
 - store both the receiver and earphone back in the box

MEDICAL EMERGENCY RESPONSE

In the event of a medical emergency please take the following steps **IN THIS ORDER**.

1. **Pick someone to dial 911.**
2. Ask someone to see if there is a doctor worshipping and ask for their guidance.
3. If the person is unresponsive, not breathing or is only gasping, begin CPR compressions. 100-120 compressions per minute.
4. If the event appears to be cardiac related, retrieve one of the two AED machines. (See map below.)
5. Move person, if possible, to a more comfortable/accessible area. If they have fallen, don't move them.
6. Direct someone else to go to the main entrance to direct EMS, once they have arrived, to the person experiencing the health issue.
7. Open AED case and follow the directions.
 - The most important part is to place pads directly on skin on the indicated sites and to turn on the AED.
 - Do not touch the person while AED is calculating the next step as it may interfere with the results.
 - Do not place person on metal while delivery the shock as electricity will travel through touch and through to the metal.
 - Perform chest compressions if instructed by AED until EMS arrives.

NOTE: AED batteries need to be replaced periodically. The AED will beep when battery is low. An extra battery should be inside box hanging on the wall with AED machine.



ACOLYTE GUIDELINES

Serving as an acolyte is serving the Lord. Our approach at Christ Our Savior has always been one of what a blessing it is to serve and be a part of worship service. Our expectation is that you will approach your responsibilities in this way. The acolytes are to be alert and engaged as the Service proceeds, ready to assist the pastors when needed.

SCHEDULING

Each month, a new acolyte schedule will be provided to the entire acolyte roster, the Elders, the Church office, and the Pastors. We will make every attempt to balance the service assignments in a fair manner. If for some reason, you cannot make your designated time and date on the schedule, it is your responsibility to find a substitute. When such a change occurs, inform the church office and elder responsible for training and scheduling the acolytes by Tuesday noon prior to the scheduled Sunday, so that the changes may be reflected in the Sunday Service Bulletin and so that the Elder on duty will know who is serving in advance of that Sunday.

APPEARANCE

- Acolytes wear robes. At most Services, the acolyte will wear a black cassock and white surplice. On major festivals and when there are full processions, the acolyte will wear a red cassock and white surplice.
- Boys should wear dark slacks and dark socks and shoes.
- Girls should wear dresses with dark shoes. Girls may wear dark slacks if preferred. If girls wear hosiery, it should be natural-colored.
- The Elder who trains and schedules the acolytes, should inform them of the proper and improper level of dress and shoes. Denim jeans and athletic shoes should be avoided.

BEFORE THE SERVICE

- Arrive at least 15 minutes before the Service.
- Report with a parent or guardian to the sacristy and put on the appropriate robes.
- Locate the candle-lighters.
- The Elder on duty will advise of any special instructions.
- The acolyte may light the candles 7 to 10 minutes prior to the Service.
- While there is preferred method at COS to lighting the candles. The important thing is to light them in a reverent way. Refer to the section on lighting candles as necessary.

DURING THE SERVICE

• PROCESSIONALS

- If there is a processional, after robing, meet the pastors and elder on duty in the narthex near the Sanctuary doors.
- The crucifer (the acolyte carrying the cross) leads the procession. The crucifer should take his position at the door to the Sanctuary just before the musicians introduce the processional hymn. The candle-lighting acolytes should stand behind him.
- When the assembly begins to sing the first stanza of the hymn, the crucifer should begin to walk, leading the procession at a reverent, but natural, pace.
- Once the balcony is cleared, the cross should be held high and perpendicular to the floor, so all can see it.
- The candle-lighting acolytes follow at a distance of one or two pews. The choir and others serving will follow and, finally, the pastors.
- As the crucifer reaches the Communion rail, he pauses. He and the acolytes reverence the altar. The crucifer moves up the first small step and turns to face the congregation. The two acolytes proceed to move up the steps to the altar and light the candles. As the processional hymn is completed and candles are lit, the crucifer and acolytes step down, turn, reverence the altar and proceed to their seats. The crucifer puts the cross in its holder on the left.
- At the beginning of the recessional hymn, the crucifer moves to take the cross from its holder and returns to the center of the communion rail gates and stands on first small step facing the congregation. The two acolytes with the candle lighters extinguish the candles and after lighting their candle lighters at their respective last candle, move down the steps, and stand on either side of the crucifer; they all turn and reverence the altar. The crucifer and acolytes then recess out of the Sanctuary, into the Sacristy

• OFFERINGS

After the sermon, at the beginning of the Offertory, the ushers will bring forward the gathered offerings. Meet them at the communion rail, take the plates from them, bow to them in response, and ascending the steps place the plates on the reredos behind the altar.

• OTHER DUTIES AS ASSIGNED

- Acolytes are prepared to assist the pastors as requested.
- Assist the Pastor or Elder with the distribution of communion to those congregants unable to come forward to the rail.

ACOLYTE CANDLE LIGHTING INSTRUCTIONS

Stop at the center of the communion rail where it is open and reverence the altar. You are now entering the chancel. Move up the steps and pause, then proceed to light candles. Note that you reverence the altar twice, once at the beginning and once at the end. When moving from side to side, a pause in front of the altar is appropriate.

- **COMMUNION SERVICES**

- LIGHT THE CANDLES ON THE ALTAR FIRST.
- Light the altar candle on the right first (stand beside the altar), pause in front of the altar, light the altar candle on the left second, and pause before the altar when finished.
- Move to the right side of the altar and behind the candelabra. Begin to light the 7 candles from top to bottom. Move back to the center of the altar and pause.
- Move to the left side of the altar and behind the candelabra. Begin to light the 7 candles from top to bottom.
- Reverence the altar when finished (standing at open communion rail) and move to the bench on the Baptismal side of the chancel.

- **REGULAR SERVICES**

- NO ALTAR CANDLES ARE LIT
- After reverencing the altar, move up the steps and to the right side of the altar and behind the candelabra. Begin to light the 7 candles from the top to the bottom. Move back to the center of the altar and pause.
- Move to the left side of the altar and behind the candelabra. Begin to light the 7 candles from the top to the bottom.
- Reverence the altar and move to the bench on the Baptismal side of the chancel.

- **SERVICE WITH BAPTISM**

- Light the Baptismal candle when entering, before the altar candles.
- Note that at the end of service, the Baptismal candle is the last to be extinguished, remembering to light the candle lighter prior to extinguishing.

- **ADVENT AND OTHER SPECIAL SERVICES**

- After all the altar candles are lit, light the Advent candle(s) on the pulpit side of the chancel. The elder on duty will ensure the Advent wreath is lowered so the acolyte may light the appropriate candles during Advent and will assist in rotating the wreath. Light one candle for each week in Advent. The pink candle is lit beginning on the Third Sunday in Advent. All of the candles, including the candle in the middle are lit on Christmas. After Christmas, through Epiphany, only light the center white candle.
- CHRIST CANDLE (Baptismal Candle); the Christ Candle is lit at the following times:
 - At every Service during which there is a baptism
 - At every Service from Easter Sunday through Ascension Day
 - At every Funeral

EXTINGUISHING THE CANDLES AT END OF SERVICE

- **REGULAR SERVICE**

- At the direction of the Pastor or Elder, the acolyte will proceed to the chancel, pause at the open communion rail gates, reverence and move up the steps to the altar. Pause before the altar, move to the left and, from behind the candelabra, extinguish the left 7 candles from bottom to top.
- Move to center, pause, continue to the right and, from behind the candelabra, extinguish the 7 candles from bottom to top. Make sure that before extinguishing the last candle, that you light the candle lighter.
- Move down the steps, turn and reverence the altar, and proceed to the sacristy.

- **COMMUNION SERVICE**

- At the direction of the Pastor or Elder, the acolyte will proceed to the chancel, reverence at the communion rail opening, move up to the altar, pause, then move to the left behind the candelabra and extinguish the 7 candles from bottom to top.
- Move to the center, pause, and then move to the right behind the candelabra and extinguish the 7 candles from bottom to top.
- At communion services when the altar candles are lit, extinguish the left altar candle first, pause before the altar and move to the right candle (stand beside altar when doing this). Relight the candle lighter from the right candle and then extinguish the right candle.
- Move down the steps, turn and reverence the altar, and proceed to the sacristy.

- **ADVENT AND OTHER SPECIAL SERVICES**

The Advent wreath will be extinguished by the elder after the close of service.

LECTOR GUIDELINES

The lector reads the appointed sections of Holy Scripture to the assembly at the appointed time in the Service.

APPEARANCE

Professional attire is preferred; men should wear a coat, necktie and polished shoes, women should wear a jacket-type outfit or modest dress

BEFORE THE SERVICE

- Practice reading aloud the appointed lessons in the days prior to the Service.
- Arrive no later than 15 minutes before the Service.
- Check in with the Elder on duty for any special instructions.
- Obtain a lapel microphone from the audio-video technician, clip the microphone to your lapel, and conduct a sound check. The technician will control the microphone before, during and after the reading.
- Check the Lectionary on the altar to:
 - ensure it is open to correct page
 - observe suggested pronunciations of less familiar words and suggested pauses.
- Sit near the front, south side of the Sanctuary so you can quickly get to the chancel at the appointed time with minimal disruption.
- Check the service folder to identify the best time to move to the chancel.

DURING THE SERVICE

- To avoid movement during prayer, move to the pastor/acolyte pew on the right during the Hymn of Praise (note: the Hymn of Praise is omitted during Lent).
- At the conclusion of the Collect of the Day, ascend the side stairs to the altar.
- Retrieve the Lectionary and move to in front and in center of the altar.
- Introduce the reading as indicated in the Lectionary and read the appointed section of Scripture. Read in a clear, deliberate and natural voice. This is God's word.
- If a hymn is sung between the readings, step back and then forward again at the end of the hymn.
- At the conclusion of each reading, say "This is the word of the Lord." After the assembly's response, continue with the next reading as applicable.
- At the conclusion of the readings, return the Lectionary to the altar and leave the altar via the side stairs.

AFTER THE SERVICE

Return the microphone to the audio-video technician.

ALTAR GUILD PRACTICES

COMPOSITION AND SCHEDULE OF THE COS ALTAR GUILD

Number of members vary from 20 – 25. Roster is maintained and published by the Chairman of the Altar Guild. Chairman is usually a volunteer from the Guild membership endorsed by Pastor and the Board of Elders Chairman. An Elder is assigned as a liaison to the Altar Guild to assist in addressing issues and serve as a communication link to church officials.

Teams are assigned based on availability. Usually in September before the LCMS church year begins in December, the members are given a list of dates of the holidays/festivals of the church. The members select the holidays they are available and would like to serve. Also, what church service they would prefer to serve 8:30 or 11:00, and if there are any guild members they would like to serve with, and any other date they would like to serve, also dates they will not be available.

From there the holiday services and regular service teams are formed and scheduled by the Chairman, trying to assure that the dates are divided equally between the members. The schedule for the church year is then distributed to the members along with a roster of the Altar Guild, with phone numbers and service time (early/late) they prefer to serve.

The member listed first on the weekly schedule is responsible for calling those on the schedule for that week including the confirmand (if assigned), to set the time to meet at the church, and who will pick up the flowers from the florist. The first member on the schedule is also provided the Altar Guild key, which is placed in their church mailbox by the prior week's team.

Throughout the year if a member finds that they will not be able to serve as they are scheduled, it is their responsibility to find a replacement, usually by exchanging future dates with another member. This makes the schedule flexible for any unexpected events. The member who is requesting the schedule change is also responsible to contact the church office for corrections to the service program and to inform the other members on the schedule that week of the change. Any changes are also noted on the schedule in the sacristy.

ALTAR DUTY COMMUNION PREPARATION

- Altar Guild members are responsible for picking up the altar flowers each week from French's Flowers. The florist opens at 8:30 am and the flowers are usually ready and waiting for you. You are **not** responsible for payment. Place the flowers on the Reredos shelf. **No flowers during Advent or Lent.** If more than 2 arrangements are ordered, place additional flowers on white pedestals in front of candelabras.

French's Flowers

33885 Five Mile

Livonia, MI

734-427-7820

(located in Civic Center Plaza, just west of Farmington Road)

- Dust altar, pulpit and communion rails.
- Sweep and mop Chancel floor.
- Replace candle in Eternal Light. Remove the entire unit – both the red glass and candle. This will ensure that the glass will not be broken or cracked.
- Candles on candelabra – When handling any candles and brass be sure to use the cloth gloves that have been provided, which are stored in the cabinet behind the door in the sacristy. Remove the 7 candles from base of each candelabra and place them in the wooden holder. Take the carrier into the sacristy to fill with liquid wax. The liquid wax is stored in same cabinet with wine next to the sink. After filling, light each candle to ensure that the flame on each candle is uniform and made easy to light. Carefully replace on candelabras. The candelabra candles burn approximately 5 hours, fill with liquid wax each week. Please handle the wicks as carefully as possible. When replacing the wicks becomes necessary, there is a supply of wicks in the tall cabinet.
- The altar and paschal/baptismal candles are to be filled the first Sunday of the month.
- Check the schedule on the bulletin board for proper parament colors of the day and change paraments when necessary.
- Check service folder for baptisms, if one is scheduled follow baptism instructions:
 - Place the baptismal ewer (pitcher) and shell on counter in the sacristy for elder in charge of the service.
 - Place one baptismal napkin for each child being baptized on counter with ewer.
 - Baptismal candle is placed on counter by the Pastor/office staff.
 - Baptismal banner is made and hung in sacristy by a congregational volunteer.
- For communion service:
 - All services will offer both common cup and individual cups.
 - Typically prepare 5 to 6 trays (summer months, attendance is typically down, therefore 5 trays should be sufficient).
 - The center cup and 1st inner ring of cups are to be filled with non-alcoholic wine.
 - Use consecrated wine to fill individual cups.
 - Fill flagon to base of spout.
 - Fill all 3 chalices with small amount of wine in each **just** before the service; **note** pre-filling the chalices, allowing them to set overnight and/or refrigeration will cause corrosion.

- Cover each chalice with purificator.
- Set out 350 wafers, on patens and in ciborium, place gluten free wafers on small paten, (wash your hands before handling the GF wafers to avoid contamination).
- Use bagged wafers first. Wafers are in sleeves of 100.
- An extra bottle of wine and sleeve of wafers are kept by the altar if needed.
- **Vesting Chalice on the Altar** (After placing protector cloth and corporal in the center of altar)
 - Place chalice with small amount of wine, in center of altar.
 - Drape with one purificator over chalice.
 - Place paten with spoon on top of purificator.
 - Then chalice pall.
 - Chalice veil of corresponding color paraments.
 - Place extra purificators in pocket corresponding color on top of veil.
 - Place post-communion veil to the right side of vested chalice.
- On reredos shelf place:
 - Individual cup trays
 - Flagon
 - Patens with wafers
 - Ciborium of wafers
 - Two other chalices

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POST COMMUNION DUTIES

- Remove communion pieces and cloth from altar.
- Collect used individual cups from communion rail using brown basket in sacristy lined with plastic bag. Wipe communion rail to remove any spilled wine from individual cups.
- Remaining wine from flagon and individual cups is to be saved and poured into bottle marked 'CONSECRATED' in the refrigerator. Consecrated wine is **NOT** to be mixed with unconsecrated wine.
- Remaining wine from common cups, is to be disposed of in the 'piscine' (small sink in the sacristy). This sink is equipped with a drain that runs directly to the soil. This is the method of reverent disposal of blessed wine left over from Holy Communion. **DO NOT** pour it into the main sink.
- Count the wafers and record the number used on the count sheet. The church secretary will pick up the count sheet during the week. The remaining wafers may be reused and are placed in a plastic bag and stored in the upper cabinet to be used for the next communion service – mark bag with number of remaining wafers. Any broken wafers or wafers that have been dropped on the floor may be crumbled and placed down the 'piscine' with remaining communion wine.
- Wash the communion vessels and trays in warm soapy water, dry and store in the felt bags.
- Remove flowers after 11:00 service and place in refrigerator. Flowers can be put in Narthex the next week.
- Take home and launder any altar linens that have been soiled.
 - Pre-spot purificators with stain removing agent (Shout, Wisk etc.). For difficult stains, soak in pre-soak agent. Run through normal wash cycle on cold/warm water.
 - Communion linens are to be washed alone – not with any household laundry.
 - Linens can be placed in a low/cool dryer setting. Ironing may be necessary.
 - When large Fair Linen covering the altar is soiled, please contact Chairman.
 - Please return them before the following week.

OTHER RESPONSIBILITIES

- Filling candles and holders for candlelight service
- Assembling the Advent wreath
- Placing and watering Easter Lilies and Poinsettias
- Cleaning and polishing brass
- Order supplies as needed
 - Wine: Chairman informs Elder who notifies office staff (Business Manager) to place the order.
 - Wafers and other supplies: Altar Guild orders directly.

Elder On-Boarding and Off-Boarding

As Elder transitions occur with newly elected / appointed Elders joining the Board to replace those Elders whose terms have expired, specific guidelines are needed to ensure that a smooth transition takes place. The purpose of this section of the policy manual is to provide direction for these transitions.

On-Boarding

- The Chairman, together with the Office Staff, will arrange for the following items to be provided to any new Elder joining the Board:
 - Keycard and security passcode to the building (with instructions on use) and a key to the copy room for access to the safe.
 - Elder name badge.
 - Copy of the Board of Elders Policy Manual.
 - Email address and access to the Board of Elders distribution list.
 - Access to the COS membership database (Church 360) and arrange for a training session in the use of the system.
 - Assignment of family shepherd group, along with the name of the Elder who formerly had the shepherding responsibility for this group.
 - List of current Board members contact information.
 - Time and place of the next Board of Elders meeting where the new Elder(s) will be introduced to the Board.
 - New Elders will be worked into the service schedule over time as part of normal Board operations.
 - Access to the repository of Board meeting minutes and associated materials.
 - A new Elder may be asked to take on specific Board standing sub-committee responsibilities (e.g., Ushers, Acolytes, etc.), in which case he will be given the name of the Elder who formerly had that responsibility.
- The new Elder is expected to do the following as soon as possible after they have been elected and duly installed:
 - Read through the Board of Elder Policy Manual which describes in detail all the various general and specific Elder responsibilities.
 - “Shadow” a current Elder to observe Sunday AM duties to get familiar with the responsibilities. This should also be done for wedding and funeral services if possible.
 - Meet with the former Board member that had their shepherd group assignment to review the family list and get a status on the various contacts made. Particular attention should be paid to any inactive members that may need on-going follow-up.

- If assigned to a Board standing committee, the new Elder should meet with the Elder who formally held that position to get a briefing on the responsibilities and status of any open issues.

Elder Mentoring:

The month of June (following the election of new Elders in May) will be considered “mentoring month”, with a goal of providing new Elders with the following opportunities to get familiar with their responsibilities:

- New Elders to be assigned as “Lead Elder Assistant” as soon as possible during the month, to shadow the regularly scheduled Lead Elder on that Sunday (includes both services).
- Meeting(s) with the out-going Elder for transition of family Shepherd Group information. This transition includes issuing a joint letter (out-going Elder and new Elder) to introduce the new Elder to their assigned family Shepherd Group.
- Meeting with the out-going Elder for transition of standing committee responsibilities as needed.
- Utilize a portion of the May Board of Elders meeting to conduct communion assistant training in the sanctuary (Emeritus Elders to be invited for a refresher).
- Out-going Elders are expected to attend the May Board of Elders meeting.
- Out-going Elders remain on the worship service schedule during June to allow time for the new Elders to get acclimated to their roles.
- New Elders to shadow the assigned Elder for weddings and funerals as opportunities come up. This task may extend beyond the mentoring month of June.

Off-Boarding

Elders that are leaving the Board should do the following:

- Turn in keycard and copy room key to the Board Chairman.
- Arrange to meet with the Elder that is replacing them on the Board to review their family shepherding group and any standing sub-committee responsibilities as needed.
- Indicate their availability for possible future assignment as an Assistant Elder.

The Board Chairman to ensure that the departing Elder is removed from the Board of Elders email distribution, and access to the COS membership database is revoked.

ASSISTANT ELDER RESPONSIBILITIES

QUALIFICATIONS

The Board may engage Assistant Elders to assist the Board in its responsibilities. Assistant Elders are former Board members (“Elder Emeriti”) who are no longer serving as an Elder. Assistant Elders will commit to serve for a specified timeframe (typically one-year terms). Assistant Elders are not term limited. The Chairman of the Board has the responsibility to enlist Assistant Elders as needed, in consultation with the Senior Pastor. Assistant Elders are accountable to the Chairman of the Board for their activities and can be removed from service at the discretion of the Chairman.

DUTIES

- Assist in serving communion once every other month (six times a year) as directed by the Elder schedule coordinator.
 - Elder assistants are to understand the communion distribution practices noted in the Service Duty section (specifically those noted on page 12).
 - Note that elder assistants and their families will commune after the congregation is finished and prior to or along with the Pastors and their families. After communing, those assisting will return to the pew to finish the service together.
- Assist with wedding and funeral services as needed and requested by the Elder schedule coordinator. The Assistant Elder may serve as lead Elder for these services if needed.
- Be “on call” as needed in emergency situations where the regularly scheduled Elder(s) are unable to perform their assigned service.
- Assistant Elders may be asked to assist with Elder standing committee responsibilities (e.g., Ushers, Acolytes, etc.). In these situations, the Assistant Elder will work with the assigned active Elder for the given committee to provide whatever assistance is required.

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FAMILY MAILBOX RUBRICS

BACKGROUND

Christ Our Savior has an extensive set of church family mailboxes that provide a convenient means for the church to share information with the membership, and for members to share information with one another. The purpose of this section of the Policies document is to provide clear guidelines on the utilization and maintenance of the family mailboxes and their contents.

STAFF RESPONSIBILITIES

The church office staff have the following responsibilities related to the church mailboxes:

- Assigning mailbox slots to new members.
- Replacing lost or damaged mailbox name labels.
- Re-allocating / re-arranging mailbox locations as needed to accommodate membership changes over time.
- Coordinating the physical maintenance of the mailboxes.
- Distribution of church-wide mailings / publicity to be placed in member's mailboxes.
- Addressing member concerns related to mailbox placement and utilization.

BOARD OF ELDERS RESPONSIBILITIES

- Member mailboxes are one indicator of a church member's active involvement in the life of the congregation. Elders are expected to monitor the church mailbox usage of the members in their family Shepherd Groups, and follow-up with those members that are not picking up their mail on a consistent basis. (Note that not all members are assigned church mailboxes, for a variety of reasons).
- Each Elder should clear out the contents of inactive member mailboxes twice each year. Mailbox contents should be handled as follows:
 - General publicity handouts for events that have already occurred can be discarded.
 - Handouts for relevant events still upcoming should be forwarded to the member, either by utilizing the postal mail system (the office can provide stamps for this need), or by personally taking the mail to the member's home.
 - Sealed envelopes should be forwarded to the member, either by utilizing the postal mail system, or by personally taking the mail to the member's home.
 - Contribution statements should be postal mailed, or hand delivered to the member's home.
 - Contribution envelopes from prior year can be discarded. Contribution envelopes for the current year should remain in the mailbox.
 - Family membership directories should be postal mailed, or hand delivered to the member's home.

- A member that is inactive will fall under the Shepherding the Inactive guidelines included in this Policy document. Depending on the outcome of that process, a member's mailbox may no longer be needed; it is the Elder's responsibility to notify the office staff when mailboxes are to be removed for inactive members or for members who have been released from membership.
- A form letter has been developed in conjunction with the office staff that can serve as an indicator that a particular family mailbox is not being regularly used and that no further church mail should be placed in the member's mailbox (letter is attached for reference). This letter is typically printed on colored paper so that it will be noticed by the office staff and is to be placed into the mailbox of inactive members at the discretion of the assigned Elder. If this form letter is used the Elder involved should notify the office staff of the family mailbox(es) where the letter has been distributed. The form letter is to remain in the mailbox after the Elder conducts the biannual cleaning.

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SHEPHERDING THE INACTIVE OF CHRIST OUR SAVIOR

It is impossible for members to perform their duties as members without regular participation in the life of the parish. The intent of this process is to draw members back into our life together so that they may receive the benefits Christ offers through the Word and Sacrament ministry of the Church.

- Each Elder is responsible for monitoring the Service attendance of the members in his Shepherd Group and reporting the status of inactive members at Board of Elders meetings. Attendance monitoring can be done either via quarterly attendance reports issued at Board meetings, or by the Elder accessing the COS Church Membership database ("Church 360") directly. Members of COS who are consistently absent from Services without a known reason are considered to be "Inactive Members". If a member has been absent from Services for several weeks (four or more) without a known reason, the Elder will attempt to make contact to determine the reason for the member's absence.
- If contact is made and it is determined that the member has a valid reason for the recent absence and /or indicates they will be returning to Services, then the process ends, and the member is no longer considered inactive.
- If contact is made and it is determined that member will not be returning to COS (for any number of reasons), the Elder should notify the Pastor for consultation and discussion on the membership status of this Inactive Member. The contact with the Pastor may be done by entering a member visit report in the Church 360 database and granting access for the Pastor to review. A personal visit with the Inactive Member by the Elder and Pastor is recommended but may not be possible in all situations. If releasing the member from COS membership is the recommendation of the Elder and Pastor, then this will need to be acted on at a Board of Elders meeting and subsequently reported to the congregation in accordance with COS Constitution guidelines (Article 5, Section B.4). A formal letter of release should be sent to the member to document the action taken by the Board / Congregation. (Sample letters are included in the Appendix).

- If after repeated attempts the Elder is unable to make contact with the Inactive Member, the Elder should alert the Pastor of the situation and the concern about the member's lack of Service attendance. Again, the contact with the Pastor may be done by entering a member visit report in the Church 360 database and granting access for the Pastor to review. In consultation with the Pastor, appropriate follow-up actions can be taken that may include reviewing the situation with the other Elders in a regular Board meeting to determine if they may be able to assist in contacting the member.
- Over an extended period of time (typically six months or longer) without a resolution in making contact with the Inactive Member, the member will fall under the Constitution guideline for this type of situation (Article 5, Section B.4.e). If and when a vote for removal from membership has been approved by the congregation, a formal letter of release should be sent to the member to document the action taken by the Board / Congregation (assuming a current mailing address is obtainable).

The remainder of the page is intentionally left blank.

SHEPHERDING ASSISTANTS TEAM

The Shepherding Assistants Team provides support to the Board of Elders by assisting in contacting members, with a primary focus on members who rarely attend services. The contact can take a variety of forms: telephone call, a card in the mail, electronic reach out via email or social media, and the like.

BACKGROUND

- Reaching out to members is not exclusively an Elder responsibility. All members have a responsibility to each other and is not a distinctive function of the pastoral office. In a community, all members are in a relationship with each other. If a member notices someone absent or in need, then any member can reach out to that person.
- Providing specific assistance to the Elder does not relieve the Elder of his responsibilities. The Elder remains accountable for maintaining regular contact with the families assigned to him.

TEAM MEMBERSHIP / STRUCTURE

- The team will be made up of communicant members who are not currently serving on the Board of Elders and are not part of the church staff.
- Team members will serve for one (1) year and will be asked each year if they want to continue for another year (no term limits).
- Team members can nominate themselves or may be asked to serve based on their spiritual giftedness as recommended by the church staff.
- The team will serve in support of all the Elders and will contact members as requested by the Board, primarily focused on those members who rarely attend services. Each month, the Elders will provide a list of families the team should contact. The team contacts these members, not specifically as a representative of Christ Our Savior Church, but as a fellow member of Christ Our Savior Church.
- The team will be a permanent standing committee of the Board of Elders.
- The team coordinator will be a current member of the Board of Elders, who will report back to the Board monthly as part of the Board's standing committee reports.

CHURCH 360 AND ITS USE

Every elder will be given limited access to Church 360°. This database contains COS member, member family, and visitor data. Only data pertinent to the Elder's responsibility to shepherd is available (so not, for instance, financial information).

Once the COS staff have created a login for an elder, that elder will receive an email in his COS elder account inviting him to create a password for his account. Once this is completed, elders may access Church 360° Members online at <http://cos.360members.com> or in the app, which is available for Android and iOS devices. The app can be downloaded through the app store on your device or by linking directly to it from <https://www.concordiatechnology.org/church360/members/app>.

Elders will be provided training when joining the Board and are encouraged to ask for help from other Elders as needed.

Elders currently have read-only access to contact and attendance information. If additional information is discovered or if a correction is necessary, an email to the Church Office requesting the update should be made by the Elder.

The database is useful in providing avenues to reach members when contact information is sparse. If known, the members data includes familial information. The Elder should attempt to reach family members and request contact information of those they are stymied in reaching.

Elders have the capability to enter contact notes and are expected to do so when contacts are attempted and made. The Timeline feature provides this functionality. Notes are vital for continued Pastoral and Elder care. Notes are to include:

- Contact Date
- Contact Type (phone, email, letter, text, conversation)
- Note (who was reached, nature of the contact, any response)
- Access By (Pastor and Elder should be provided)

STATEMENT OF CONFIDENTIALITY

Greetings in the name of our risen Savior Jesus Christ! What an awesome God we serve! Thank you for responding to the love that God has shared with you by agreeing to serve Him here in our church family. You will be blessed and those you serve will be too, as the Holy Spirit works through you. Remember that the mission of our congregation echoes Jesus' Great Commission to all of His children found in Matthew 28 – which we should focus on *making disciples who share the love of Jesus Christ in this community and with people everywhere.*

Keeping this in mind, all of us need to take seriously the responsibility we have in letting the love of Christ shine through us. All that we do and say needs to be in line with our greatest teacher – Jesus Christ. Whether you are in a leadership position or are waiting to find that niche in which to serve, people are looking at you and examining the fruit you bear. They might be asking themselves questions like “does what they say and do flow from the life of a child of God?” “Do their actions resemble the love of Christ?” “Can I see Christ living in and through them?” “Should I emulate what they say and do?” These are some weighty questions that underscore the importance of putting on Christ in all that we say and do.

All of us here at Christ Our Savior are members of God's team in spreading the Gospel of Jesus Christ – members not because we are on a committee or occupy an office, but because we serve our Savior. What an awesome opportunity that is! As a member of that team, we need to follow God's word as given in the Eighth Commandment – do not tear each other down but rather build each other up. One of the most important ways we can follow this commandment is to hold sensitive matters in the confidence in which they are entrusted to us. This is especially important for those of us who are (or may soon be) in a position of leadership, whether as a member of staff, Church Council, Board of Elders, or on a specific committee. People in these positions are looked upon as leading the way within our Church family, and as such should be examples of Christ living in and through them.

The best way to ensure that we are living by this standard in our daily lives is to follow a few simple guidelines:

- Assume any item told to you or discussed at a meeting is confidential unless specifically stated otherwise
- Items understood to be confidential should not be discussed with anyone not directly involved in the matter
- Communications regarding confidential information should be labeled “Confidential” or “Church Business”, or other clear designation. This is especially important for shared email accounts.
- Confidentiality transcends any particular position, and as such you should continue to adhere to it even after you leave the office.

Confidentiality is the foundation of trust and enables people to work together in harmony to achieve the good works we set out to do. Jesus urges us to “Love our neighbor as ourselves” – as we do we will succeed and bring glory to God. We are glad that you are a part of the team!

ELDER LETTER SAMPLES

Examples of letters sent to members are available on the following pages. They are pertinent to various situations, modify them to fit the circumstance. Note that the last page is the Mailbox Insert Letter used for inactive members (see Family Mailbox Rubrics on page 32).

The remainder of the page is intentionally left blank.

SAMPLE ELDER LETTER OF INTRODUCTION

Example Letter of Introduction or Annual Reminder – to be printed on COS Letterhead – once downloaded, add and delete to customize for your purpose.

Date

Dear Mr. and Mrs. Family or Individual Names,

The purpose of this letter is to introduce myself as (or remind you that I am) your Elder at Christ Our Savior Lutheran Church. The Board of Elders consists of twelve men whose responsibilities include the spiritual welfare of the congregational members and oversight of the worship life of the congregation, in general functioning as an extension of the pastoral office. Part of my role is to support you, so if you need to talk to someone, if you are pleased with or bothered by something at church, if you want help communicating with one of the Pastors or staff, or if you want prayers for yourself/family member/friend, please contact me. My phone number and address are shown below.

I have printed a photograph of myself to help you recognize me. I look forward to seeing you in church soon and often. When you see me, please stop me and say hello.

If you desire a Pastor to call on you, if you or a family member are ill or hospitalized, if there is a birth or death in your family, if you change your address or phone number, please notify the church office (734-522-6830). As you deem appropriate, let me know too.

It is so important and thrilling for me to remember each and every day that God loves you and me. That is why He sent Jesus to die in our place on the cross, to be punished for our sins so we don't have to be, and because Jesus died for us, all our sins are forgiven, and we do not have to do anything to get to heaven – it's a free gift, already paid for by Jesus. We are indeed blessed!

Again, let me know if I can be of service to you as I strive to serve our Lord as your Elder.

God's Blessings and Love,

Elder Name

[insert photo here if electronically available]

Elder Address

Elder Phone Number

Elder Email Address

SAMPLE LETTER TO INACTIVE OUT-OF-STATE MEMBERS

DATE

NAME

ADDRESS

CITY, STATE

Dear Name,

It has been some time since you left the area and moved to Chapel Hill, NC. We certainly wish the best for you in your home there. The distance from Christ Our Savior in Livonia obviously makes it impossible for you to worship and commune with us on a regular basis. As the Chairman of the Elders here at Christ Our Savior, I would encourage you to see that your worship life isn't neglected. The Word of God (Hebrews 10:25) instructs us not to neglect the public worship of God's people and to grow together in that Word, because Christians need Christ and one another's support and encouragement.

Perhaps you are a step ahead of us and have already found a new church-home. If that's the case, great! Let us know so we can take the necessary steps to transfer your membership.

If you have not as yet found a church in your area, allow us to suggest a congregation of our fellowship which appears to be near you:

Advent Lutheran Church
230 Erwin Rd.
Chapel Hill, NC 27514

Grace Lutheran Church
824 N Buchanan Blvd.
Durham, NC 27701

To make this even simpler, we're sending a copy of this letter to the pastors of these congregations. Please let us know, within a month, of your intentions. Unless we hear from you in one month, we will give you a Peaceful Release from Christ Our Savior.

May God's Blessings be with you,

Bruce Baxter
Chairman of the Elders
734-455-1996
bcbaxter@comcast.net

SAMPLE OF DELINQUENT LETTER #1-

Date

Dear (insert name),

This letter is being sent to you because of the extremely important nature of the message I have to share. This regards regular church attendance which is a chief duty and privilege of a believer in Jesus Christ. Church attendance is our opportunity to hear and grow in the Word of God to make testimony of our faith.

Since May of 1985 the hearts of your fellow believers at Christ Our Savior Lutheran Church have been sorrowed at failing to find you in the house of God on His day and communing at His Altar as you promised when you united. I know that on certain occasions it has been necessary for you to be absent because of illness or other reasons acceptable to God.

However, I am sure that there have been many times you could have been with the people of your congregation in loyal worship on Sunday mornings.

Because of my deep concern, as your elder, for your spiritual wellbeing, permit me to use this letter to encourage you with all the sincerity in my heart, to be regular and faithful in your attendance at public worship and participation in the Lord's Supper. Let nothing short of personal illness prevent you from keeping your "appointment with God."

God's richest blessings await your regular worship. I ask you again, in all sincerity, to keep your "appointment with God" this Sunday and every Sunday. God be with you.

In Christ,

Elder name

SAMPLE OF DELINQUENT LETTER #2-

Date

Dear (insert name),

Jesus says: "He that is of God heareth God's words." John 8:47. He also says: "Blessed are they that hear the word of God and keep it." Luke 11:28. The Psalmist expresses the attitude of every Christian: "I was glad when they said unto me, Let us go into the house of the Lord." Ps. 122:1.

Our Lord Jesus Christ instituted the Lord's Supper to offer, give and seal unto us the forgiveness of our sins, to strengthen our faith, and to give us the will and the power to dedicate our lives to His service. He wants us to partake of this heavenly food often as He says: "This do ye, as oft as ye drink it, in Remembrance of Me. For as often as ye eat this bread and drink this cup ye do show the Lord's Death, till He comes." 1 Cor. 11:25, 26.

As a Christian I'm sure that you are interested in what Christ tells us and that you truly want to follow His Word. That is why, as I have not seen you in quite a while, as your pastor, the shepherd of Christ's flock at Christ Our Savior Lutheran Church, I am sending you this letter. Perhaps you have been ill or out of town and we did not know about it. If that is the case, please let me know so that we may help you in your needs.

If I don't hear from you, I will be looking forward to having you join us this Sunday. As you recall, our services are at 8:30 and 11 A.M. every Sunday. We celebrate the Lord's Supper at the 8:30 service the 2nd and 4th Sundays of every month and at the 11 A.M. service the 1st and 3rd Sundays of every month.

What a joy it is to be living and growing in Christ. We are looking forward to having you share in this joy with us.

In Christ's Service,

Rev. Dean M. Davenport

SAMPLE OF DELINQUENT LETTER #3-

June 21, 2000

Dear (insert name),

Jesus says, "He that is of God hears God's Word." John 8:47. He also says: "Blessed are they that hear the Word of God and keep it." Luke 11:28. The Psalmist expresses the attitude of every Christian: "I was glad when they said unto me, Let us go into the house of the Lord." Ps. 122:1.

As Christians, we're sure that you are interested in what Christ tells us and that you truly want to follow His Word. That's the purpose of this letter. We have been concerned about you since you have not worshipped our Lord and Savior at Christ Our Savior, since January. The elders have tried to reach you, but for some reason were not able to make contact with you. Perhaps you have been ill, out of town or have some problem or difficulty that we do not know about. If that is the case, please call Pastor Davenport or one of the elders so that we may minister to your needs.

We sincerely hope and pray that once again you will join your fellow Christians in worship. However, if you do not give evidence of your desire to remain part of Christ's church at Christ Our Savior, we will have to assume that you no longer desire to be a part of the Lutheran Church and at our elders meeting on July 31 we will place you on our evangelism list.

May the Lord truly bless and guide you.

In His Service,

Bruce Baxter, Chairman Board of Elders
On behalf of the Board of Elders



14175 Farmington Road,
Livonia, MI 48154

christoursavior.org

We are glad to have you here!

On behalf of the members here at Christ Our Savior, let me say that we have missed you! We pray that as you worship with us your faith is strengthened by God's Word and your joy is increased by the fellowship with your brothers and sisters in Christ.

If you would like to talk with me, please feel free to give me a call or stop by my office – my door is always open!

Every member is an important part of our church family and with that in mind, an Elder had been assigned to each member at Christ Our Savior to assist them with any needs, questions or concerns that they may have.

Your Elder is _____ and his phone number is_____.

I want you to know that both Mr. _____ and I are here to serve you.
Remember that God loves you and so do we!

A handwritten signature in cursive script that reads "Pastor Dean M. Davenport" followed by a simple smiley face drawing.

Rev. Dean M. Davenport, Pastor
734-522-6830 ext.110