

Cradle of Texas (COT) Emmaus Community Policies and Procedures

Table of Contents

I. COT Emmaus Walks.....	2
A. COT EMMAUS INTENTIONAL DEVIATIONS FROM THE UPPER ROOM HANDBOOK ..	2
B. WALK SIZE	3
C. WALK APPLICATION.....	3
D. LAST MINUTE ADDITIONS.....	3
E. CANCELLATIONS FOR ATTENDING AN EMMAUS WALK.....	3
F. COT REIMBURSEMENT POLICY	3
G. WALK LAY DIRECTORS (Walk LDs)	4
H. REPLACEMENT OF A WALK LAY DIRECTOR.....	4
I. WALK CLERGY	4
J. WALK BOARD REPRESENTATIVE (Board Rep).....	5
K. COT MUSIC	5
L. PRE-WALK	6
M. DURING EACH WALK	6
N. POST WALK.....	8
II. Safety on COT Walks.....	8
A. PILGRIM SAFETY	8
B. BED CHARTS	8
C. EMERGENCY ON A WALK	8
D. COMMUNICABLE DISEASES	9
III. COT Team Selection Committee.....	10
A. RESPONSIBILITIES	10
B. COMMITTEE MEMBER SELECTION	10
C. COMMITTEE COMPOSITION.....	10
D. SELECTION OF WALK TEAM MEMBERS	10
IV. Training for Emmaus Leadership	11
A. LAY DIRECTOR SEMINAR & LEADERSHIP TRAINING SEMINAR	11
B. COT CLERGY TRAINING.....	11
C. RECORD OF TRAINING	11
V. COT Board of Directors	11
A. ELECTION OF THE AT-LARGE DIRECTORS	11
B. COT BOARD OF DIRECTORS OFFICER RESPONSIBILITIES.....	11
C. COT BOARD OF DIRECTORS APPOINTED MEMBER RESPONSIBILITIES	12
D. COT BOARD OF DIRECTORS ELECTED MEMBER RESPONSIBILITIES.....	13
VI. Management of Change for the COT Policies and Procedures	16
A. APPROVAL OF CHANGES.....	16
B. DATE OF CHANGE	16

I. COT Emmaus Walks

- A. COT EMMAUS INTENTIONAL DEVIATIONS FROM THE UPPER ROOM HANDBOOK – The intent is for COT to be in accordance with the “Upper Room Handbook” (model) with the following noted exceptions.
1. The Team Assistants (“TAs” - outside team) should attend all Team Formation meetings and participate in the review and improvement of the Team’s talks.
 2. Team members are allowed to co-sponsor Pilgrims. The “co-sponsor” shall transport the Pilgrim to the Walk and attend Sponsor’s Hour, Candlelight, and Closing.
 3. Team members and Pilgrims shall sleep in separate areas (not in the same rooms).
 4. Each Walk may select its own table names (may use names other than the standard names in the model).
 5. Introduction of speaker
 - a. Sing “Hallelujah”
 - b. ALD and speaker enter room together and go to the podium
 - c. ALD lights candle
 - d. ALD introduces speaker “... with a clean sheet of paper...”
 - e. ALD leaves podium
 - f. Speaker leads the “Prayer to the Holy Spirit”
 - g. Speaker begins talk
 6. The Table Leader should sit farthest from the speaker (instead of closest to the speaker with his/her back to the speaker).
 7. The Walk LD will be provided with the talk history of each team member and the talk assignments of the seven layperson talks will be his/her responsibility (vs. the Team Selection Committee assigning the talks).
 8. Talks should be closed with asking the Pilgrims to bow their head and meditate on a question or two (to focus them on the main point of the talk) vs. “De Colores and walking out”.
 9. COT allows handouts for talks. The use of a handout is left to the discretion of each speaker. The Walk LD will ensure distribution of the handouts is consistent throughout the Walk.
 10. Each sponsor will be asked to solicit at least 8-12 letters for their Pilgrim. These 8-12 letters will be given to the Pilgrims during the letter time. Any letters in excess to these 8-12 letters will be placed in the Pilgrim’s agape bag. There will be no limits placed on the number of letters the sponsor may solicit.
 11. During delivery of each talk, the speaker should wear only their Emmaus cross (and no name tag). This symbolizes that it is the “team’s” talk. The team may begin wearing their crosses on Sunday morning (and not wait until commissioning).
 12. Chapel visits will be made with up to three tables at a time (vs. one at a time).
 13. Lunch will be served immediately after Dying Moments and a long break will be allowed (vs. having the longest break of the three days immediately after Dying Moments).
 14. The Board Rep will explain the contents of the Pilgrim Packets (vs. the SD). These packets will be placed in the Pilgrims’ Agape Bags instead of passing them out.
 15. COT “God watches” is not viewed as “agape” and will be passed out the first evening. This is to set the tone that we are on “God’s time.”

B. WALK SIZE

1. COT Walks will have a minimum of 16 Pilgrims and a maximum of 30 Pilgrims
2. There shall be no more than five tables on a Walk
3. There shall be no less than four tables on a Walk

C. WALK APPLICATION

1. The deadline for completed application shall be seven days prior to the start of the Walk
2. A completed application consists of:
 - a. A completed Pilgrim application signed by both the Pilgrim and the Pilgrim's pastor
 - b. A completed Sponsor Application signed by the Sponsor
 - c. Payment for the applicable Walk fee (partial scholarships are available)

D. LAST MINUTE ADDITIONS

1. No "walk-on" Pilgrims will be accepted.
2. All Pilgrims and their sponsor must have received confirmation from the COT Registrar by the application deadline.

E. CANCELLATIONS FOR ATTENDING AN EMMAUS WALK

1. The Registrar shall send notification to the Sponsor and Pilgrim confirming the dates of the Walk the Pilgrim is scheduled to attend.
2. If for some reason the Pilgrim cannot attend the Walk for which they are scheduled, the following guidelines shall apply:
 - a. If the Registrar receives notification of cancellation more than 7 days prior to the scheduled Walk, the Registrar shall contact the Sponsor and attempt to reschedule the Pilgrim on the next Walk. If a Pilgrim cancels and a refund is requested, a refund shall be granted.
 - b. If the Registrar receives notification of cancellation within 7 days of the scheduled Walk, the application fee may be forfeited. Special allowances should be made for extenuating circumstances such as death in the family, sick children, etc.
3. Two cancellations shall result in the application being returned to the Sponsor. The Pilgrim can reapply if desired.
4. If a Pilgrim on the waiting list is asked to attend a Walk and they decline, this shall not be counted as a cancellation.

F. COT REIMBURSEMENT POLICY

1. The Lay Director for each Walk has responsibility to see that the Walk is conducted in accordance with the Walk budget established by the COT Emmaus Board for that Walk.
2. Walk Budgets:
 - a. Walk LD: \$300
 - b. Head TA: \$75
 - c. Head CTA: \$75
 - d. Head KTA: \$1250
 - e. Agape Meal (funded by 4th Day)
3. Anyone who receives advanced monies for the Walk or incurs acceptable expenses must provide receipts or return of funds within two weeks of the Walk ending.

4. All requests for reimbursement must comply with the reimbursement policy of the COT Board.
5. A separate scholarship fund shall be maintained, and each Walk reimbursed for scholarships awarded.

G. WALK LAY DIRECTORS (Walk LDs)

1. Selection shall be per the current version of the “COT TEAM SELECTION POLICIES AND WORK PROCESS DOCUMENT.”
2. The Team Selection Committee should provide a prioritized list of all the potential Walk LD candidates.
3. If the list of potential Walk LDs has been exhausted, the former Walk LDs should be considered.
4. The Walk LDs shall be approved by a majority vote of the COT Board of Directors.

H. REPLACEMENT OF A WALK LAY DIRECTOR

1. If after a Walk Lay Director has been selected it becomes necessary to replace the Walk LD, the COT Board shall choose a successor at any regular meeting or at any special meeting called for that purpose.
2. If the need to appoint a successor arises within 10 days of the commencement of the Walk, the COT Lay Director shall be authorized by the COT Board to select a replacement Walk LD from the LD-TA1s currently serving on the Walk.
3. If at any time during the Walk the Walk LD must be replaced, after prayerful consideration, the Board Rep and Walk Spiritual Director shall replace the Walk LD with one of the LD-TA1s currently serving on the Walk.
4. Reasons for Walk LD Replacement
 - a. Inability to perform the duties of the LD (including medical and family emergencies)
 - b. Fails to participate in COT Lay Director Seminar
 - c. Willfully, after notice, refuses to follow:
 - i. The Emmaus Handbook,
 - ii. The COT Bylaws, or
 - iii. The COT Emmaus Policies and Procedures

I. WALK CLERGY

1. Selection of clergy for Walks
 - a. The Community Spiritual Director shall verify clergy credentials and maintain a list of qualified clergy for the COT Emmaus/Chrysalis community, ensuring progressive servant hood.
 - b. The Community Spiritual Director shall appoint a Walk Spiritual Director (SD) for each COT Walk.
 - c. The Community Spiritual Director shall recommend a pool of qualified clergy to serve as Assistant Spiritual Director (ASD) and the Walk SD will pick from the list of names.
 - d. All Walk SDs shall have served on a minimum of two Walks as an ASD, with at least one of these being a COT Walk.
 - e. The COT Board shall approve all Walk Spiritual Directors and Assistant Spiritual Directors.
2. Each Walk shall have at least one ASD that stays for the entire Walk.

3. If a Spiritual Director has not been selected by the second team meeting for an upcoming Walk, the Walk shall be canceled.
4. Grape juice shall be used in the Chalice for celebration of the Holy Eucharist at all functions of the COT Emmaus Community.

J. WALK BOARD REPRESENTATIVE (Board Rep)

1. Selection for the Walk
 - a. The Board Rep for each Walk shall be nominated by the COT Community Lay Director
 - b. The COT Board shall approve the Board Rep for each Walk
2. Qualifications
 - a. Must be, or have been in the past year, a member of the COT Board
 - b. Must have attended the Board Representative and Leadership Training Seminars prior to the date of the first team meeting
 - c. It is highly desirable for the Board Rep to have previously served as a Walk LD
3. The Board Rep shall
 - a. Attend every team meeting and be there at all times. If the Board Representative cannot attend a team meeting, then a person that meets the qualifications of a COT Board Representative shall attend in their place.
 - b. Serve as a member of the inside team on the Walk and be present for inside team activities.
 - c. Ensure that all talks and team formation activities are in compliance with the “Upper Room Handbook of Emmaus” and the COT Board Policies and Procedures.
 - d. Review the contents of the “Pilgrim Packets” for the Pilgrims on the last day of the Walk.
 - e. Be present for the entire three-day Walk.
 - f. Be responsible for the Walk book table by
 - i. Managing all monies from book sales
 - ii. Ensuring the donated books are picked up and returned to inventory
 - iii. Ensuring the books for sale are picked up from the book store and then returned after the Walk (along with all monies) to the book store (if applicable)
 - g. Be present for all of the Walk follow-up meeting (or send a qualified substitute).

K. COT MUSIC

1. Music on a Walk
 - a. The purpose of music on a Walk is to help establish the proper environment to allow the Pilgrims (and team members) to draw closer to God.
 - b. The musical team is to assist with singing during the Walk, and NOT provide a performance by the musicians.
 - c. All music on the Walks is to be to the glory of God and not to the glory of individuals or groups (a “performance”).
 - d. The intent is to involve as many of the Pilgrims as possible.
 - e. The Lay Director has control of the volume and what amplification may be used, if any, on the Walk.
2. Chapel Music

- a. Recorded music in the Chapel is very appropriate to enhance the mood of contemplation and reflection.
 - b. The music should not intrude on the Pilgrims' ability to concentrate and commune with the Holy Spirit.
3. Music at COT Gatherings
- a. The person leading the music at Gatherings shall be an experienced musician who has worked as a musician on at least one Walk conducted by the COT Emmaus Community to ensure the consistency in tempos and characteristic phrasing of familiar songs.
 - b. Song selection shall be the prerogative of the Head Musician for the Gathering.
4. COT CCLI License for Music
- a. The use of the license is for Emmaus Walks, Emmaus team meetings, Emmaus Gatherings, Chrysalis Flights, and Chrysalis RUSH
 - b. Copying of the COT music books is only permitted by the Music Board Director (requires additional licensing fees)

L. PRE-WALK

1. During the team formation process, a list of team members that are trained medical personnel (doctor, nurse, EMT, etc.) should be created and provided to the Walk LD and the Head TA.
2. Selection of table names is the responsibility of the Walk LD.
3. Assignment of Talks
 - a. The Walk LD shall assign talks in accordance within the guidelines in the Team Manual.
 - b. The Walk LD, once the “inside team” has been selected, shall receive the prior talk history from the COT database. The Walk LD shall use this information when praying about and discerning who should give each talk.
 - c. The Walk LD should try not to have speakers repeat a talk they have previously given.
 - d. Talk assignments determined by the Model
 - i. Perseverance: Lay Director
 - ii. Priority: Experienced ALD
 - iii. Fourth Day: ALD
 - iv. Means of Grace & Dying Moments Communion: Spiritual Director
4. All talks (including clergy talks) shall be previewed before the Walk.
5. Walk Manuals
 - a. There should be ten complete (non-abbreviated version) Walk manuals.
 - b. The Walk LD, SD, two ASDs, HCTA, ALDs, Head Musician, and Board Rep should each receive a copy.
 - c. The manuals should be provided by the Chair of the Team Training Committee, or his/her designee, at or before the first team training.
6. Pillow Agape
 - a. The Head TA shall ensure that all pillow agape to be distributed on the Walk is acceptable.
 - b. There should be no individual names on the pillow agape (church names and reunion group names are acceptable).

M. DURING EACH WALK

1. Leaving a Walk
 - a. Any Pilgrim who leaves a Walk in progress will NOT be allowed to return to the Walk.
 - b. In the case of a team member leaving, the Walk LD will determine if that team member will be allowed to return to the Walk or if they need to be replaced. If a replacement is needed, the Walk LD and Board Rep shall find a replacement.
2. Photographs and Voice Recordings
 - a. The official Walk photograph shall be the only photography allowed on COT Walks.
 - b. Audio and video recordings are strictly prohibited.
 - c. The Walk photograph should be provided to all Pilgrims and team members.
3. Pilgrim Packet
 - a. Contents
 - i. “Fourth Day” book
 - ii. “What is Emmaus” book
 - iii. Team & Pilgrim Rosters
 - iv. COT Board Roster
 - v. Walk Photo
 - vi. Group Reunion Card (Service Sheet)
 - vii. Invitation letter to the follow-up meeting
 - viii. “Welcome to Community” letter from Community LD, which should include website information
 - b. Board Secretary, or his/her designee, prepares the packet for the Walks
 - c. Packets shall be placed in the Agape Bag
4. Walk Meals
 - a. Kitchen TAs should prepare/serve all meals with the exception of the Agape meal
 - b. Care should be taken to not “up-stage” the Agape meal
 - c. TAs should sit with the Inside Team at the Agape meal
5. Book Sales during COT Walks
 - a. Requests for specific books for the book table shall be made to the Board Rep and shall meet the intent of the Walk to Emmaus.
 - b. The request and sale of Christian audio/video media shall follow the same policy.
 - c. T-shirts, bumper stickers, Christian jewelry, etc. shall NOT be sold on any Walk.
 - d. Literature shall be sold at or near cost.
6. Closing Ceremony for the Walk
 - a. Pilgrims should go to podium by table to share their experience & answer the questions
 - b. No one should be forced to share their Walk experience
7. Singling-out Individuals
 - a. Care should be taken to not single out any individual (Pilgrim or Team) on the Walk.
 - b. Celebrating birthdays/anniversaries, updating sport scores, remembering historical events, etc. takes away from the purpose of “Walk to Emmaus,” and therefore, should not be done on a Walk.

N. POST WALK

1. Post Walk Report
 - a. The Walk LD (with the assistance of the Board Rep) should provide the report to the COT Board
 - i. What went well
 - ii. What should be improved
 - iii. Were there any issues?
 - b. A written copy of the report should be given to the Chair of the Team Training Committee.
 - c. Any needed policy changes should be recorded in the COT Policies and Procedures.
2. LD, ALDs, and Heads should meet with the Team Selection Committee within two weeks of the Walk.
3. The Walk LD is to provide the follow-up meeting invitation and ensure it is put in the Pilgrim Packets for the Pilgrims and in the letter bags for the team.
4. The Community ALD shall send a follow-up reminder to the sponsors asking them to remind and bring their Pilgrim and breakfast item to the follow-up meeting.

II. Safety on COT Walks

A. PILGRIM SAFETY

1. The Pilgrims shall be instructed to stay on the Walk site property
2. Pilgrims shall not be transported by golf carts or other similar type devices during a Walk. Team members' personal cars should be used for any needed transportation.

B. BED CHARTS

1. Bed charts shall be made and kept up-to-date for the Pilgrim and team sleeping areas.
2. The Walk LD and Head TA shall each have a copy in case of an emergency or evacuation.

C. EMERGENCY ON A WALK

1. Emergency Assembly Point
 - a. An escape route shall be discussed with the team and Pilgrims.
 - b. A designated place to meet shall be established away from the facility for any emergencies.
2. If there is a medical emergency on a Walk
 - a. One of the Past LD-TAs should take charge of the emergency.
 - b. If there are trained medical personnel on the Walk they should be asked to help. Check the list that was created during the Team Formation meetings to see if there are any trained medical personnel on the team.
 - c. Non-trained/qualified personnel shall not administer treatment.
 - d. Treatment should be left up to the EMTs and qualified medical personnel.
3. "911" should be called if
 - a. There is a structure fire
 - b. There is a medical emergency
 - i. Loss of consciousness
 - ii. Gaspings for air or not breathing

- iii. Severe allergic reaction
 - iv. Uncontrollable bleeding
 - v. A significant fall that may have broken a bone
 - vi. Others symptoms that require immediate attention
4. If you are not sure if 911 should be called, call “911”. Seek counsel from the 911 operator for what should be done until the emergency team arrives.
 5. If “911” is called, one of the Past LD TAs shall
 - a. Contact the Walk site administrator or the person “on-call”
 - b. Contact the Community LD
 - c. Contact the Pilgrim’s sponsor (if the affected person is a Pilgrim)
 - d. Contact the team member’s emergency contact (if the affected person is a team member)
 - e. Accompany the ambulance if person is taken for treatment

D. COMMUNICABLE DISEASES

1. Disease Transmittal
 - a. Any time there is a gathering of individuals living in close quarters for a period of time there is always the danger of transmitting diseases from person to person. Therefore, the COT Emmaus Board has established guidelines to minimize such dangers on COT Walks.
 - b. Diseases that can be transmitted from person to person include, but are not limited to, common cold, influenza, meningitis, stomach virus, dysentery, hepatitis, HIV and tuberculosis.
 - c. There are basically three ways in which humans transmit diseases to others:
 - i. Oral/nasal secretions may be passed by coughing, sneezing, or touching. This is how the common cold, influenza, and meningitis are transmitted.
 - ii. Through bowel secretion that one may pass to others via hand-to-mouth route such as might occur without proper hand washing. This is how dysentery, hepatitis A, and stomach viruses are transmitted.
 - iii. Through sharing of body fluids as might occur in sexual intercourse or sharing unclean needles to give injections. This is how Hepatitis B and HIV are transmitted.
2. Precautions
 - a. Persons on COT Walks need to adhere to some common sense precautions that should limit the danger of spreading communicable diseases.
 - i. Serving and preparing foods should be done only after thorough washing of hands with soap and hot water.
 - ii. All dishes should be washed thoroughly with soap and hot water. As an extra precaution, 1 tsp. bleach may be added to dishwater as a sanitizing agent.
 - iii. All persons should wash hands thoroughly after using rest rooms before returning to duties.
 - iv. All persons cleaning toilets should wear disposable rubber gloves and wash their hands thoroughly with soap and water once cleaning is complete.
 - v. Sanitary napkins should be wrapped in tissue and discarded in plastic-lined waste receptacle.

- b. If a person, Pilgrim or team, has a sudden onset of fever, vomiting, and/or diarrhea before arriving at the Walk, they should cancel and attend a later Walk.
- c. Special attention should be given to cleaning blood that may occur with accident or illness
 - i. Wear disposable rubber gloves.
 - ii. Place paper towel over bloody surface and add bleach (1-10 concentration of bleach to water) or other sanitizing agent.
 - iii. Wipe clean and discard gloves and towels in plastic-lined waste receptacle.
 - iv. Always wash hands thoroughly afterwards with soap and water even if rubber gloves are worn.

III. COT Team Selection Committee

- A. RESPONSIBILITIES - Using the current version of the “COT TEAM SELECTION POLICIES AND WORK PROCESS DOCUMENT,” create the “team selection list” that each Walk Lay Director shall use for filling the various roles on the Walk they will lead.
- B. COMMITTEE MEMBER SELECTION
 - 1. Members shall be nominated by the Team Selection Chair
 - 2. Members shall be approved by a majority vote of the COT Board
- C. COMMITTEE COMPOSITION
 - 1. Chair of Team Selection Committee
 - a. Shall be responsible for leading the Team Selection Committee
 - b. Shall serve as primary contact for the Walk Lay Director and assist as questions and/or problems arise during the team formation process
 - c. Shall serve as an appointed member of the COT Board and serve as the primary link between the COT Board and the COT Team Selection Committee
 - 2. Community Assistant Lay Director
 - a. Shall serve as the secondary link between the COT Board and the Team Selection Committee
 - b. Shall not serve as Chair of Team Selection Committee
 - 3. COT Database & Document Manager
 - 4. COT Community Spiritual Director
 - 5. Three or four past COT Walk Lay Directors approved by the COT Board Directors.
- D. SELECTION OF WALK TEAM MEMBERS
 - 1. Using prayer and the current version of the “COT TEAM SELECTION POLICIES AND WORK PROCESS DOCUMENT,” the Team Selection Committee shall produce a list of potential team members for each Walk. The names shall be listed in priority order by each role needed on the Walk. This list shall also indicate the number of team members to be obtained for each team role.
 - 2. The Walk Lay Director shall use the list provided by the Team Selection Committee and shall call each person in the order shown. Each role on the Walk shall be filled to the number indicated on the provided list.
 - 3. If the names for a particular role have been exhausted, the Walk Lay Director shall work with the Chair of the Team Selection Committee to obtain additional names.

4. Some or all of the Team Selection Committee should meet with the LD, ALDs, and Heads within two weeks after the completion of their Walk to gather feedback on team members and ask questions such as:
 - a. Who showed leadership abilities and should be considered for head positions, ALD, LD?
 - b. Who gave particularly good talks or struggled with their talk?
 - c. Was anyone difficult or challenging?
 - d. What improvements are needed in the team selection process?

IV. Training for Emmaus Leadership

A. LAY DIRECTOR SEMINAR AND LEADERSHIP TRAINING SEMINAR

1. The COT Emmaus Board shall conduct a Leadership Training Seminar and a Lay Director Seminar each year.
2. All Lay Directors and Board Representatives are required to complete the Lay Director Seminar within 12 months of the Lay Director selecting their Team.
3. All new COT Board members shall attend the Leadership Training Seminar within their first year of Board service.
4. Leadership Training should be open to all members of the COT Community.

B. COT CLERGY TRAINING

1. The Spiritual Director of the COT Emmaus Community shall conduct training for Walk Spiritual Directors at least once per year.
2. All Spiritual Directors shall attend the training prior to serving on their first Walk as either SD or ASD.

C. RECORD OF TRAINING

1. The COT Emmaus Community Assistant Lay Director shall obtain a record of attendance at each training seminar.
2. A copy of the attendance records shall be delivered to the COT Database and Document Manager for storage in the COT database.

V. COT Board of Directors

A. ELECTION OF THE AT-LARGE DIRECTORS

1. The COT Team Selection Committee shall serve as the nominating committee.
2. The COT Secretary shall obtain a list of the COT 4th Day (including their contact information) before the annual meeting.
3. This list should be used as the “sign-in” document at the COT annual meeting to establish a quorum.

B. COT BOARD OF DIRECTORS OFFICER RESPONSIBILITIES (in addition to those outlined in the COT Bylaws, if any)

1. Community LD
 - a. Must have served as COT Walk LD
 - b. Coordinates/schedules the annual Leadership Training Seminar
 - c. Coordinates/schedules the annual Lay Director Seminar

2. Community ALD
 - a. Organize and lead the Walk follow-up meeting
 - b. Send a follow-up reminder to the sponsors asking them to remind (and bring) their Pilgrim(s) and breakfast item to the follow-up meeting
 - c. Shall obtain records of attendance of all COT training seminars for the COT Database & Document Manager
 - d. Serves as sitting member of the Team Selection Committee
3. Secretary
 - a. Shall keep the hard copy of the COT Board minutes in a binder which will be passed on to their successor
 - b. Verify a quorum at the annual meeting by using a list of 4th Day as the sign-in, and record the votes
 - c. Prepare Pilgrim Packets for each COT Walk
- C. COT BOARD OF DIRECTORS APPOINTED MEMBER RESPONSIBILITIES (in addition to those outlined in the COT Bylaws, if any)
 1. Database & Document Manager
 - a. Ensure that the COT database containing 4th Day information is not shared with any other organization
 - b. Shall keep the document archives electronically
 - c. Work with Registrar to ensure database is updated with team and Pilgrim information for each COT Walk
 - d. Ensure that the Policies and Procedures and Bylaws are kept up-to-date based on COT Board meetings and keep possession of the original signed copy of the Bylaws.
 2. Financial Secretary shall store the COT finance records in a fireproof box which should be kept in the COT storage unit
 3. Registrar
 - a. Prepare the COT computer for the Walk computer TA by listing the Pilgrims and team members along with their contact information
 - b. Supply the printer and computer to the Walk computer TA prior to each Walk
 - c. Provide a list of Walk Pilgrims and team members to the Webmaster by starting day of the Walk for posting on the COT website
 - d. Provide sponsor contact info (address, phone numbers, e-mail address) to the Community ALD immediately after the Walk to be used for Walk follow-up meeting reminder
 4. Webmaster
 - a. Update the COT website with Pilgrim and team member rosters, as well as Walk photos
 - b. Post Gathering information and other COT events on the COT website as they are planned
 - c. Set up the 72-hour Prayer Vigil with the on-line community for each Walk
 - d. Update on-line COT forms as needed
 5. Chair of the Team Training Committee
 - a. For each COT Walk

- i. Organize and conduct a one-half day training session for each major component of the team (usually morning of first team meeting)
 - ii. Recruit qualified training leaders for each major area
 - iii. Prepare training manuals and provide a copy to training leaders in advance
 - iv. Prepare/obtain Walk Manuals (ensure there are 10 current and complete manuals for each Walk) and provide at or before the first team training meeting
- b. Keep all training material up-to-date
 - c. Receive Walk LD “Post Walk Report” after each Walk and add necessary comments to training material
 - d. Maintain a list of team position job duties and descriptions
- D. COT BOARD OF DIRECTORS ELECTED MEMBER RESPONSIBILITIES (in addition to those outlined in the COT Bylaws, if any)
1. Agape Director
 - a. Request and send Wall Agape letters via e-mail to other Emmaus communities as needed
 - b. Coordinate COT Community Agape parties as needed
 - c. Solicit Pillow Agape from 4th Day
 - d. Ensure that an adequate amount of Pillow Agape is received for each COT Walk and that it meets COT guidelines
 - e. Ensure that Pillow Agape is delivered to the Agape or Head TA with instructions prior to each COT Walk
 - f. Ensure that Wall Agape letters are available for each COT Walk
 2. Church Liaison Director
 - a. Maintain an updated list of church liaisons
 - b. Communicate with church liaisons to pass on information about upcoming Emmaus events such as Gatherings, Candlelights, Closings, etc.
 - c. Work with church liaisons and Database and Document Manager to update information in the COT database regarding 4th Day contact information
 3. Chrysalis Chair
 - a. Keep the COT Board current on Chrysalis Community events, important dates, and needs of Chrysalis
 - b. Ensure that Chrysalis is adhering to COT Policies and Procedures
 - c. Serve as an ambassador to COT community at COT Emmaus events
 4. Communications Director
 - a. Ensure that 4th Day is notified of COT Community events
 - b. As needed or requested by the COT Board, prepare the COT Community newsletter known as “4th Day Formation” by retrieving articles from various Board members or COT committees
 - c. Create and publicize ads or other notifications as needed or requested by the COT Board
 - d. Arrange for distribution of the “4th Day Formation” or other notifications by mail and/or e-mail.
 - e. Print and deliver 30 extra newsletters to each COT Walk for the Pilgrim Packets
 5. Community Spiritual Director (SD)

- a. Arrange for SD at Candlelights
 - b. Arrange for SD at Gatherings and coordinate with Gathering SD/host church to supply communion elements
 - c. Arrange for SD at team trainings
 - d. Supply ASD and Visiting Clergy (VC) candidates to Walk SD
6. Facility Preparation Director
- a. Maintain the COT storage unit and ensure that the COT property is protected
 - b. Control, inventory, organize, and coordinate items used and stored in the storage unit for team training and COT Walks
 - c. Work with COT Treasurer to purchase supplies that are needed for each Walk, Gathering, Follow-up meeting, and other COT events
 - d. For each COT Walk, provide a list of items in storage to the HKTA and HTA at Team Training to avoid unnecessary expenses/purchases and train them on proper procedures to inventory supplies that will require replacement after the Walk
 - e. Coordinate with each Walk LD the COT property they will have to use on the Walk
 - f. Accompany 4th Day and team members to the Emmaus storage room or send a designee
 - g. Assist team members in setting up the site for the Walk as well as taking it down and ensuring that all of the supplies are returned back into the storage unit
 - h. Maintain adequate supply of literature and deliver in a timely manner as needed
 - i. Emmaus brochures
 - ii. Group Reunion cards (Service Sheets)
 - iii. Purple Pilgrim books
 - iv. "Fourth Day" books
 - v. "What is Emmaus" books
 - i. Maintain adequate supply of doves, crosses, and lanyards for both
 - j. Coordinate making of table crosses with each Walk LD
 - k. Develop a procedure check list for trailer use
 - l. Ensure and verify that any 4th Day or team member taking the trailer to or from a Walk
 - i. Has their own liability insurance
 - ii. The trailer is connected to the vehicle in such a way to adhere to all DOT regulations
 - m. Regulate Use of COT Property
 - i. All requests for use of COT property must be approved by the COT Board
 - ii. If approved, property that is borrowed must be returned within the timeframe designated by the COT Board
 - n. Maintains an inventory and sign-in/sign-out record of all COT electronics, i.e. computers, printers, projectors, MP3, etc.
7. Fourth Day Walk Director
- a. Coordinate with each Walk LD and seek 4th Day individuals and/or groups to provide for each COT Walk the
 - i. Team Meal

- ii. Agape Meal (to include servers)
 - b. Coordinate with each Walk LD and seek 4th Day individuals to serve as
 - i. Sponsor's Hour LD
 - ii. Walk Photographer
 - iii. Candlelight LD (work with Community SD to ensure clergy is available for communion)
 - c. Provide scripts and instructions for each event, and offer training and/or assistance as needed
 - d. Coordinate with community churches to provide drivers and vans to transport Pilgrims and team members to and from Candlelight, when held off-site
8. Gatherings Director
- a. Reserve locations for COT Emmaus Gatherings
 - b. Ensure all Gatherings are publicized along with meal menus
 - c. Work with 4th Day at the host church and Music Board Director to coordinate the event
 - d. Ensure that the Gathering script is followed
9. Kitchen Director
- a. Works with training the kitchen teams on each COT Walk
 - b. Assist in preparing sample menus, meal prep guidelines, and set up for ordering of supplies
10. Music Director
- a. File all reports with CCLI and renew the license annually; answer questions related to the license
 - b. Provide team training for the musicians
 - c. Process requests from community musicians for additional music which includes researching the ownership of a copyrighted song primarily through CCLI
 - d. Maintain the master copy of the various COT Community music books and PowerPoint music slides
 - e. Receive all requests for additional copies of the COT Community music books and seek approval of funds by the COT Board for any additional music books before additional copies are made
 - f. Encourage and facilitate musician workshops in the various area communities as well as COT Emmaus musician workshops
 - g. Work with the COT Database and Document Manager to maintain a master list of the COT musicians
 - h. Coordinate the availability of musicians for Gatherings and other COT events
11. Reunion Group Director
- a. Compile and maintain a list of active reunion groups in the community
 - b. Encourage and support the formation of and established reunion groups
 - c. Provide up-to-date list of active reunion groups to Webmaster for posting on the COT website
 - d. Provide up-to-date list of active reunion groups to Board Secretary for Pilgrim Packets for each Walk
 - e. Speak at Gatherings to remind 4th Day about the importance of being in a reunion group and request updated group information

12. Sponsorship Director

- a. Attend follow-up meetings, or send designee, to talk to Pilgrims about the duties and responsibilities of sponsorship
- b. Organize and conduct sponsorship training classes at Gatherings or other COT events to educate 4th Day about the duties and responsibilities of sponsorship

VI. Management of Change for the COT Policies and Procedures

A. APPROVAL OF CHANGES

- 1. Changes to this document shall be approved by majority of the elected COT Board members
- 2. Any needed interpretation of these policies shall be by the COT Board

B. DATE OF CHANGE

Written	December 19, 2002
Revised	November 18, 2010
Major Revision	June 12, 2014
Revised	January 15, 2015
Revised	February 18, 2016