



The  
**Constitution**  
and  
**Bylaws**  
of

**Calvary Evangelical Lutheran Church**

17200 Via Magdalena  
San Lorenzo, California



# CALVARY EVANGELICAL LUTHERAN CHURCH

17200 Via Magdalena, San Lorenzo, California

## CONSTITUTION

### PREAMBLE

It is the will of our Lord Jesus Christ that His disciples should preach the Gospel to the whole world (Mark 16:16, Matthew 28:18-20, Acts 1:8). That Christ's mission for His church might be carried out according to His will, He has commanded that Christians unite in worship (Hebrews 10:24-25), practice fellowship with one another (Acts 2:42), witness to all people (Acts 1:8), help each other grow in the Word (Ephesians 4:11-14), serve the needs of all people in Christian love (Ephesians 4:7-16, John 13:35, Mark 10:42-44, Galatians 6:10), administer the Office of the Keys as His Church (John 20:21-23, Matthew 18:15-20), and maintain decency and order (1 Corinthians 14:40) in the Church.

Therefore, we as a body of Lutheran Christians living in and near San Lorenzo, California, accept and subscribe to the following Constitution and Bylaws in accordance with which all spiritual and material affairs of our congregation shall be governed.

### Article I: Name

The name of the congregation shall be: Calvary Evangelical Lutheran Church of San Lorenzo, California.

The name of the school shall be: Calvary Lutheran School owned and operated as a mission by Calvary Evangelical Lutheran Church.

### Article 2: Confessional Standard

This congregation accepts without reservation:

A. The Scriptures of the Old and New Testament as the inspired, inerrant, infallible and written Word of God and the only rule and norm of faith and practice.

B. All the Symbolical Books of the Evangelical Lutheran Church as a true and unadulterated statement and exposition of the Word of God, to wit: The Three Ecumenical Creeds (the Apostolic, the Nicene, and the Athanasian), the Unaltered Augsburg Confession, the Apology of the Augsburg Confession, the Smalcald Articles, Luther's Large Catechism, Luther's Small Catechism, and the Formula of Concord.

No doctrine or practice in conflict or inconsistent with the above norms of our faith and life, shall be taught or tolerated in this congregation. That is, only such hymns, prayers and liturgies shall be used in the public services of the congregation and in ministerial acts or instruction that conform to the confessional standards of this article. However, the Word of God shall not only be the form and norm of doctrine in our congregation, but also shall be used as the basis for judging and adjusting conflicts out of the exposition of that doctrine.

### **Article 3: Synodical Membership**

This congregation shall be affiliated with the Lutheran Church-Missouri Synod (LCMS) so long as the confessions of said Synod conform to the confessional standard set forth in Article 2 of this constitution. This congregation shall, to the best of its ability, collaborate with said Synod and assist it in effecting all sound measures intended for the building up of the Kingdom of God.

### **Article 4: Membership**

There shall be three classifications of membership: Baptized, Communicant, and Voting as defined in Article I Section B of the Bylaws.

### **Article 5: Office of the Pastor and Other Called Workers**

Only such candidates shall be called and elected to serve as Pastor(s), Principal, or other Called Workers, who profess acceptance of, and pledge faithful adherence to the confessions of this congregation as set forth in Article 2 of this constitution and are either ordained or commissioned members of the Lutheran Church-Missouri Synod.

In the absence of adequate cause for dismissal, as defined in the Bylaws, the tenure of office of a called or elected Pastor or other Called Worker shall be the remainder of his active life or until the Lord calls him into another field of service.

Other teachers or staff engaged in ministry but who are not carried on Synod's Roster, must profess acceptance of or pledge adherence to the confessions set forth in Article 2 of this constitution.

## **Article 6: Authority of the Congregation**

A. The congregation shall administer and manage all substantive powers, external and internal, of the church. This congregation shall be represented by, and administer all of its affairs through the Board of Governance.

B. The members of the Board of Governance, whether elected or appointed, shall exercise only that authority delegated to them by the Bylaws of this Constitution.

## **Article 7: Property Rights**

A. All property of this congregation shall be held in the corporate name as stated in Article I and is irrevocably dedicated to charitable or religious purposes.

B. This congregation, through the Voters Assembly, may receive, acquire, hold title to, and manage real and personal property, and may erect structures thereon, mortgage, sell, or convey such real or personal property or any part thereof. A two-thirds majority vote of the voters present at the Voters Assembly shall be necessary for the purchase or sale of real property or the erection of buildings.

C. If at any time a separation should take place because of doctrine, the property of the congregation and all benefits therewith connected shall remain with those members who continue to adhere in confession and practice to Article 2 of this constitution. In the event the congregation should totally disband, all property shall be disposed of by the final congregational meeting for the payment of debts, and any and all surplus, after due settlement of just claims against the congregation, shall be conveyed to and become the property of the California-Nevada-Hawaii District of the Lutheran Church-Missouri Synod, or its successor.

## **Article 8: Amendments**

A. This Constitution may be changed or amended, with the exception of the articles listed in Section B of this article. Changes shall be made in writing and distributed at least 30 days prior to a vote on such amendment and will be presented at a Congregational Voting Assembly. A two-thirds vote of the Voting members present is required for passage. Such amendments and/or changes shall become effective immediately and a copy of said changes shall be submitted to the California-Nevada- Hawaii District committee on constitutional matters.

B. Articles 2, 3, 5, 7 and 8 are hereby made irrevocable.

## Resolution

We, the members of Calvary Evangelical Lutheran Church incorporated as a non-profit corporation under Title 1, Division 2, Part I of the Corporate Code of the State of California, on April 29, 1948, and in a regular congregational meeting assembled on April 11, 2010, hereby accept and subscribe to this revised constitution as herein presented and do declare that all spiritual and material affairs of our congregation shall be governed thereby.

Voting members present: 56 Voted Yes: 50 Voted No: 3 Abstain: 3

We hereby certify as duly elected members of the Board of Governance of Calvary Evangelical Lutheran Church in San Lorenzo, California, that the above is a true and correct statement of the Resolution adopted by the congregation on April 11, 2010.

Board of Governance Member: Barbara Adams  
Barbara Adams

Board of Governance Member: Darlene Goldhammer  
Darlene Goldhammer

Board of Governance Member: Jeffery Jensen  
Jeffery Jensen

Board of Governance Member: Bill Martchenke  
Bill Martchenke

Board of Governance Member: Leland Strom  
Leland Strom

# CALVARY EVANGELICAL LUTHERAN CHURCH

17200 Via Magdalena, San Lorenzo, California

## BYLAWS

### PREAMBLE

It is the purpose of these Bylaws to provide a stable and effective organizational structure to aid the congregation of Calvary Evangelical Lutheran Church in accomplishing its mission. The sections that follow specify a model that keeps the roles of Senior Pastor, Pastor (if an assistant pastor is called), Principal, Teacher, Staff, Board of Governance and Congregation distinct and effective for church health, church growth and church multiplication.

- The role of the Congregation is to serve as the primary minister of Calvary Evangelical Lutheran Church.
- The role of the Senior Pastor is to lead the church to accomplish its mission.
- The role of Pastor is to assist the Senior Pastor in accomplishing his role.
- The role of Principal is to lead the teaching staff and direct the school in educational matters.
- The role of Teacher is to instruct students in the lessons of secular and Christian Education.
- The role of Staff (paid and voluntary) is to manage the ministries of the church, directed by the Senior Pastor.
- The role of Elders is to ensure the spiritual welfare of the Pastor (s) and his family (their families), as well as that of all Congregational members.
- The role of the Board of Governance is to write the Guiding Principles and administer the affairs of the church.

### ARTICLE I: MEMBERSHIP

#### A. General

The members of the Congregation shall consist of persons who have met the qualifications for membership defined below and are listed on the membership roll.

#### B. Membership

The members of the Congregation include Baptized, Communicant and Voting Members. The admission of new members and the termination of membership shall be set forth in these Bylaws. The types and duties of membership are as follows:

I. Baptized Members

Baptized Members are all persons within the Congregation who have been baptized with water in the name of the Triune God and come under the Congregation's Pastoral care.

2. Communicant Members

Communicant Members are baptized persons within the Congregation who have met the expectations established by the Senior Pastor for communicant membership. It is expected that all communicant members shall:

- a. Confess the Faith of this Congregation by:
  - i. trusting in Jesus Christ as Lord and Savior; and
  - ii. accepting all Canonical Books of the Old and New Testament as the only divine rule and standard of faith and life.
- b. Accept the Confessional Standards set forth in the Constitution of Calvary Evangelical Lutheran Church and the doctrine of the evangelical Lutheran Church – Missouri Synod.
- c. Seek to live as devoted followers of Jesus Christ through:
  - i. a growing relationship with Him by:
    - (a) worshiping frequently,
    - (b) studying and applying God's Word,
    - (c) pursuing a life of prayer, and
    - (d) serving as the Lord has gifted.
  - ii. a serving relationship with the Church and the world by:
    - (a) supporting the mission of this Congregation by the sharing of time, talent, and treasure, and
    - (b) communicating God's Love to others through word and deed.

3. Voting Members

All Communicant Members who are at least 18 years of age and have signed the Constitution 90 days previously, may vote at all Voters' Assembly meetings. Each Voting Member is entitled to one vote on each matter presented to the Voters' Assembly. Voting by proxy and absentee voting is prohibited. At a duly called Voters assembly:

These items will be decided by a simple majority vote:

- a. The annual budget of the Congregation;
- b. The selection of the Board of Governance;
- c. The approval of the Congregation's Vision and Mission Statements;

These items will be decided by a 2/3 majority vote:

- d. The disposition of all or substantially all of the assets of the Congregation;
- e. The merger or dissolution of the Congregation;
- f. The acquisition of real property and related indebtedness;
- g. Amendments to the Articles of Incorporation, Constitution, or Bylaws of the Congregation;
- h. Only the Voters' Assembly may call or dismiss a Pastor.

4. Termination of Membership

A person who has been transferred away, released, or otherwise removed from membership, forfeits all rights as a member of the Congregation. Membership is considered terminated by:

- a. transfer to another congregation; or
- b. voluntary resignation from the Congregation including: self exclusion and refusing to be active in worship and the partaking of Holy Communion after reasonable efforts have been made to contact and encourage the member; or
- c. action of the Senior Pastor with assistance from the Elders under the guidance of Matthew 18:15-18; or
- d. action of the Elders, based upon recommendation by the Senior Pastor due to continued failure to participate in the life of the Congregation for a period of more than two years; or
- e. ex-communication: by openly adhering to false doctrine, by immoral or offensive living or by willfully despising the preaching of the Gospel and the Lords Supper; or
- f. death.

5. Restoration of Membership

Members who have been dismissed may be restored by the Elders upon the recommendation of the Senior Pastor according to the spirit of 2 Corinthians 2:7-8.

6. Transferred Membership

Applicants from other congregations of the Lutheran Church-Missouri Synod, or of other Lutheran Synods with which we are in fellowship, shall submit a letter of transfer from their former congregation to establish their eligibility for membership. In the case of applicants whose previous membership in a Lutheran congregation has lapsed, the Senior Pastor may, with the consent of the Elders, arrange for a period of re-instruction prior to reaffirmation of faith.



## ARTICLE II: MINISTRY TEAMS

### A. Senior Pastor

The title of Senior Pastor is conferred only upon such ordained men as have been certified for ministry by the Lutheran Church–Missouri Synod and is eligible for such office and professes acceptance and adherence to the Constitution and Bylaws of Calvary Evangelical Lutheran Church. The Senior Pastor shall pledge to these documents when he accepts a Call extended by this Congregation.

The Congregation shall extend a Call for a Pastor according to the procedures of the California-Nevada-Hawaii District of the LCMS. See Article III, Section C of these Bylaws.

A Pastor may only be removed by the members at any regular or special Voters' Assembly meeting for the following reasons: teaching false doctrine, leading an immoral life or being incapable of fulfilling his duties to include willful neglect or general incompetence as Pastor. Such removal shall require a two-thirds majority vote of the Voting Members present.

### B. Staff

Staff members shall include all commissioned and non-commissioned personnel as well as paid and unpaid leaders of the church. Commissioned personnel are non-ordained workers on the roster of the Lutheran Church–Missouri Synod.

All workers shall be considered At Will as defined by the State of California. Those who have been certified for ministry by the LCMS shall be considered first for eligibility in the placement process.

All workers are accountable to the Senior Pastor although he may request advice and/or counsel from the Principal and/or the Board of Governance as to their selection, management or dismissal.

### C. Board of Governance

#### I. Purpose

The Board shall ensure accountability and provide support for the Senior Pastor in accordance with the Guiding Principles.

#### 2. Qualifications

The Board members must be active Voting Members of the Congregation who will receive the necessary training and who are committed to the Guiding Principles of the Church.

3. Number and Term

The Board shall consist of five (5) Voting Members, plus the Senior Pastor. The Board members shall be elected by the Voters' Assembly and trained by the Senior Pastor. Board members shall serve a term of two (2) years and may be re-elected by the Voters' Assembly for a maximum of three (3) successive terms.

For the purpose of the first election of the Board of Governance members, under the provisions of these Bylaws, two (2) members shall be elected for a one-year term and three (3) elected for a two-year term. The list of candidates shall be gathered by the Senior Pastor and he shall designate which candidates will have the one-year and two-year terms respectively. Since the first election will occur prior to the annual August Meeting, all candidates will take office immediately upon election and will serve the additional time before the August meeting. All subsequent terms shall be two (2) years. All current congregational members are eligible to vote on the first slate of candidates.

4. Selection

Candidates for Board of Governance membership shall be elected at the annual August Voters' Meeting which is designated as the beginning of the fiscal year of Calvary Evangelical Lutheran Church.

**D. Officers**

The Officers of the Corporation (President, Secretary and Treasurer) shall execute all necessary documents on behalf of the Congregation. The Corporate Officers are selected by the Board of Governance from among the Board's members. No member of the Board of Governance may hold more than one corporate office. The Senior Pastor cannot be an Officer of the Corporation.

1. Chair (Corporate President)

The Chair shall be the Corporate President and shall be selected by the Board of Governance from among the Board's members. The Chair shall preside over the Board of Governance and all Voters' Assembly meetings. The Chair shall present a "State of the Church" message to the Congregation at the annual Voters' Assembly Meeting. The Chair shall inform the Congregation of the time, place and agenda of all Voters' Assembly meetings.

2. Treasurer

The Treasurer and/or his/her designee shall be responsible for reporting on the financial status of the church ministry at the Board of Governance meetings and at the Voters' Assembly meetings. The Treasurer shall make sure that periodic financial reviews are conducted.

3. Secretary

The secretary shall be responsible for keeping accurate minutes of official proceedings of the Voters' Assembly and Board of Governance meetings.

4. Election of Officers

The Board of Governance shall select the three principal officers of the Corporation (President, Secretary, and Treasurer) at the first meeting of each year. Each Corporate Officer will serve a one-year term.

5. Removal of Officers/Board of Governance Members

The Board of Governance may remove a Corporate Officer by a simple majority of the attendees at a Board meeting called for that purpose and for which a two-week notice has been given to all Board members.

Board members may also be removed by a simple majority vote of the Voting Members of the Congregation at a Voters' Assembly meeting called for that purpose and for which a two-week notice has been given to all Congregational members.

6. Vacancies on the Board of Governance

A vacancy on the Board of Governance because of death, resignation, removal, disqualification or any other cause shall be filled by appointment by the Board from the list of Voting Members. Efforts should be made to fill such vacancies within 45 days. The appointed member shall only fulfill the term of the vacated member's term.

If a Corporate Officer departs his/her charge before the expiration of his/her term, the Board shall select a new Board Officer as stated in Article III, Section D, #4. The Board shall select the replacement Officer by a majority vote, only for the completion of the vacated member's Corporate Office term.

**E. Elders**

The Elders have a special responsibility for the spiritual welfare of Congregation members. They shall concern themselves with the spiritual, emotional, and physical health and welfare of the Pastor (s) and his (their) immediate family (families).

1. Term

Elders shall serve three (3) year terms, with terms staggered to provide continuity of service.

2. Selection

There shall be a minimum of four (4) Elders. The Senior Pastor shall provide nominees for any vacancy to the Board of Governance. It is the responsibility of the Board of Governance to bring the candidates for election to the Voters' Assembly. Votes shall be cast by ballot.

3. Chair

The Elders shall elect their own chairman, annually.

**F. Committees**

The following committees may be appointed by the Board of Governance and will report to the Board of Governance to assist them in the execution of their responsibilities. Other committees may also be appointed as deemed necessary. Committees have neither the responsibility nor the authority to supervise paid or volunteer staff.

1. Financial Review Committee

A Financial Review Committee shall be appointed as needed to review the previous year's books for accuracy and compliance with these Bylaws and good bookkeeping practices. An audit by a certified accountant may be used on a frequency decided upon by the Board of Governance.

2. Call Committee

When a pastoral vacancy occurs, a Call Committee of six (6) members shall be appointed by the Board of Governance and serve in accordance with Article II, Section A of these Bylaws.

3. School Committee

The School Committee shall be instituted to support and assist the Principal in his/her execution of the duties of the office of Principal.

**G. Other Lay Ministry Teams**

Other Lay Ministry Teams are to be appointed by the Senior Pastor and may include: youth, outreach, fellowship, properties, music, education, financial resources, and/or any other ministries as needed. Once created, the teams will report to the Senior Pastor through the appropriate appointed staff ministry manager. The Senior Pastor will provide expectations for the teams.

## ARTICLE III: POWERS and AUTHORITY

### A. Voting Members

The congregation as a body, through the vote of its members, has the authority to administer and manage all its external and internal affairs. The Congregation empowers the Board of Governance to act in its behalf.

The Congregation, however, shall not be empowered to decide anything contrary to the Confessional Standard as defined in Article 2 of the Constitution of Calvary Evangelical Lutheran Church, San Lorenzo, California.

### B. Board of Governance

Subject to the provisions and limitations of this Constitution and Bylaws, Articles of Incorporation of the county of Alameda, the state of California and the U. S. Government, the activities, business and affairs of the Congregation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Governance.

Without prejudice to the general powers as set forth above and subject to the same limitations, the Board of Governance shall:

1. Ensure the fulfillment of the Congregation's vision, mission and goals;
2. Ensure fulfillment of the annual ministry plan;
3. Adhere to the policies and Guiding Principles of the Congregation;
4. Hold the Senior Pastor accountable for compliance with the Guiding Principles;
5. Submit an annual budget to the Voters' Assembly;
6. Select and remove all officers of the Corporation;
7. Appropriately respond to confidential issues;
8. Appropriately respond to personnel and staff issues;
9. Prepare an employee handbook and annually review and monitor its content;
10. Periodically review the Bylaws, and recommend any changes to the Voters' Assembly;

II. Appoint committees or task forces as necessary for the operation of the Congregation.

**C. Senior Pastor**

The Senior Pastor shall be responsible for achieving the annual ministry plan and complying with the Guiding Principles, including but not limited to the following:

1. Teaching adults and youth, preaching and administering the Sacraments;
2. Motivating, inspiring, guiding and collaborating with the Board of Governance to fulfill God's mission and vision for the Congregation;
3. Supervision of staff, including the responsibility for the hiring and dismissal of At Will employees, including appointing and dismissal of volunteer staff;
4. Providing the Board of Governance with information required to meet its responsibilities.

**D. Principal**

The Principal has the supreme responsibility and privilege to oversee and guide the teaching ministry of the school. To this end, he/she shall:

1. Represent the school whenever representation of the school is necessary;
2. Supervise instruction in the school;
3. Prepare and administer the school budget;
4. Counsel with the Senior Pastor and keep him fully informed of school activities and problems;
5. Submit periodically a report on the school at Congregational meetings.

**E. Teachers**

A teacher shall perform the duties of his/her office according to the needs of the Congregation and School. He/she shall:

1. Instruct and train the children under his/her care;

2. Serve the Congregation and School as an example of Christian conduct;
3. Perform such other duties as are in the interest of Christian education and for the welfare of the church and school.

#### **F. Staff**

The staff shall:

1. Assist the Senior Pastor in achieving the mission and vision of the Congregation;
2. Be accountable to the Senior Pastor or other designated supervisor;
3. Recruit, train, and equip Congregational volunteers to achieve the vision of the Congregation;
4. Demonstrate Christian character and meet other expectations as established by the Board of Governance;
5. Adhere to the policies and Guiding Principles of the Congregation.

#### **G. Elders**

The Elders shall:

Concern themselves with the spiritual, emotional and physical health and welfare of the Pastor (s) and his (their) immediate family (families);

1. Share in the responsibility of the spiritual welfare of Congregational members;
2. Assist the Senior Pastor in achieving the mission and vision of the Congregation;
3. Assist the Senior Pastor in fulfilling the Office of Public Ministry through pulpit, worship and altar preparations, including the administration of the Sacraments to worshipers and shut-ins;
4. Be accountable to the Senior Pastor;
5. Demonstrate Christian character;
6. Adhere to the policies and Guiding Principles of the Congregation;
7. Arrange for interim pastoral services when needed;

8. Provide spiritual guidance to the Call Committee when calling a Senior Pastor;
9. Under the guidance of the Senior Pastor, assist in matters of Scriptural Discipline and Membership termination in accord with the Word of God and Article I, Section B, #4. Upon recommendation of the Senior Pastor, the Elders may restore Membership as stated under Article I, Section B, #5.

## ARTICLE IV: MEETINGS

### A. Voters' Assembly Meetings

#### 1. Place

The Board of Governance shall determine the location and time of the Voters' Assembly meetings and provide no less than two (2) weeks notification of a scheduled meeting to Voting Members.

#### 2. Voters' Assembly Meetings

Voters' Assembly Meetings shall be held as called by the Board of Governance to approve an annual budget, to receive the "State of the Church" message, to elect members of the Board of Governance and/or to conduct other business.

#### 3. Notice Requirements for Voters' Assembly Meetings

Whenever Voting Members are required or permitted to take any action at a meeting, notice shall be given to the Voting Members no less than two (2) weeks prior to a meeting. Notice shall include all items on the agenda and all motions to be presented. Notification of Voters' Assembly meetings shall be given in any manner deemed reasonable, including electronic media.

#### 4. Special Voters' Assembly Meetings

A Special Voters' meeting may be called at any time for any purpose by:

- a. The Board of Governance, or
- b. The Senior Pastor, or
- c. 10% of the total Voting Members.

Members requesting a Special Voters' Assembly meeting shall submit a written petition to the Board of Governance, signed by at least 10% of the total Voting Members. The petition shall state the purpose of the meeting. Within 14 days of delivery of the signed petition to any Board Member, the Board of Governance shall convene a special meeting of its members to discuss and respond to such petition and shall properly notify Voting Members of the time and location of the resulting Special Voters' Assembly Meeting according to Article IV, Section A of these Bylaws.



## **B. Board of Governance**

### **1. Place of Meeting**

Regular or special meetings of the Board of Governance may be held at any place, within budget constraints, determined by the Chair of the Board or the Chair's designee. Any meeting, regular or special, may be held via telephone conference call or similar communication media as long as all Board members participating in the meeting can communicate with each other.

### **2. Special Meetings**

The Senior Pastor or any member of the Board of Governance may call for a special meeting for any purpose and at any time. A reasonable attempt shall be made to notify all members.

## **ARTICLE V: RECORDS and REPORTS**

The Congregation shall maintain the following records and reports at the Congregation's main office:

1. Adequate and correct books and records of accounts (financial records) including employee records which are in compliance with the County of Alameda, the State of California and the U.S. Government corporate and employer regulations;
2. Written minutes of the proceedings of the Voters' Assembly meetings;
3. Written minutes of the proceedings of the Board of Governance;
4. A record of the members of the Congregation, setting forth the members' name, address and phone number;
5. Confidential contribution statements for contributors;
6. All policy, operational manuals, employee handbooks and covenants.

## **ARTICLE VI: AMENDMENTS to the BYLAWS**

Subject to California Law, Articles of Incorporation, this Constitution and these Bylaws or any provision of them may be altered, amended or repealed according to Article 8 of the Constitution of Calvary Evangelical Lutheran Church, San Lorenzo, California.

## RESOLUTION

We, the members of Calvary Evangelical Lutheran Church incorporated as a non-profit corporation under Title 1, Division 2, Part 1 of the Corporate Code of the State of California, on April 29, 1948, and in a regular congregational meeting assembled on April 11, 2010, hereby accept and subscribe to these revised bylaws as herein presented and do declare that all spiritual and material affairs of our congregation shall be governed thereby.

Voting members present: 56 Voted Yes: 50 Voted No: 3 Abstain: 3

We hereby certify as duly elected members of the Board of Governance of Calvary Evangelical Lutheran Church in San Lorenzo, California, that the above is a true and correct statement of the Resolution adopted by the congregation on April 11, 2010.

Board of Governance Member: Barbara Adams  
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