



SAF CREATIVE

guidebook

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USEFUL WEB LINKS:

Planning Center Online - Services - services.planningcenteronline.com

Church Center (for giving and small groups) - saf.ChurchCenter.com

SAF Website - Saf.Church

Facebook Group - facebook.com/groups/safcreative

A Letter From Our Pastor

Dear worship servants,

Thank you for your willingness to give of yourself, your time, your talents, and your energy to be a part of worship at SAF. I believe that at SAF we are blessed with the quality of music that many churches only hope to accomplish.

You and I are about the same task - we bring people to the throne. My job is to do it through the Word. You usher them in through music. It's an awesome responsibility.

Whenever anyone is not doing their part, either the whole suffers, or we fail altogether. Your task, to help people engage and get beyond just singing words, requires that each of you be prepared and rehearsed. This is part of the personal cost of your ministry, and I appreciate your willing sacrifice to the Lord. The fruit of what you do is that many people in our community authentically worship and encounter Jesus.

In Hebrews 12, Paul instructs us to throw off any hinderance, any entanglement, so that we can persevere along the path that Jesus called us to. Remaining focused on Jesus not only leads people to the throne, it keeps you from growing weary and losing heart. This, too, is part of your challenge.

Paul also says in 1 Corinthians 9:24 that Christ-followers need to run in such a way that we win the prize. Don't quit! Don't faint! If you keep on going and don't give up, you and the church will continue to reap a harvest as we march on, even when it's hard, even when it's inconvenient, even when it's tiring.

So thank you for all the time you practice, both at the church and at home. Thank you for staying up late and getting up early. Thank you for sacrificing opportunities to be at your job or with your loved ones in order to prepare, learn, and develop your gifts. Thank you for serving. By leading people to the throne, you're making a difference for King Jesus and His Church.

It is a pleasure to serve with you!

Pastor Matt Rice

Who is SAF.Church

SAF.Church is San Antonio First Church. We are a congregation formed in 1912, beginning at a small market downtown. Today the church stands in its third location, on a campus that serves its congregation as well as its community with intentionality.

During services your leadership staff refers to the church as "SAF.Church," but casually we say "SAF." (pronounced S.A.F. or 'SAF').

SAF is a Church of the Nazarene. Information about the denomination to which we belong is available upon request; or, you can visit nazarene.org.

SAF.Church Mission: To make Christlike disciples in San Antonio.

SAF.Church Motto: Investing in body, mind, and spirit because of God's grace.

Who is SAF*Creative

SAF*Creative is the ministry which serves God's people via the creative arts, mainly through leading worship. We also express God's truth, grace, and love through various artistic and creative means in order to teach, guide, and draw people closer to God. Each ministry member participates in this mission with a grateful fervor, recognizing the privilege to be called to aid others in their spiritual journey to and with God. We aim for excellence in doing so because of our authentic acceptance of God's work inside us and then through us to the people we encounter.

Our Part of the Whole

SAF*Creative is a ministry team made up of volunteers that serve SAF through the arts, mainly in the band and tech team. The worship and creative arts director serves as director of the SAF*Creative ministry as well as a member of the overall leadership team of SAF. They take responsibility for the ministry, the facilitation of all church services, graphics, and media, as well as general technical support and other pastoral and organizational responsibilities.

The SAF*Creative team facilitates the music and tech support of all worship services, hosts special worship events, facilitates and supports community outreach events and operates as a service based small group that encourages one another and supports individual growth.

Mentality, Mission and Methods

Below is the identity statement for SAF*Creative. It includes mentality, mission, and methods. Characterized by creativity, we recognize that our mission doesn't exist outside of context and variability. Therefore a mindful identity statement includes these three main factors that God uses to influence the work of a worship arts team. This statement is purposed for guidance, not exclusion. We accept both its flexibility and consistency.

SAF*Creative is established to minister to God's people by proclaiming, teaching, and exhibiting the first attribute of God unveiled to us in Genesis 1:1, by which humans were given the first name to call our God: Creator.

Mentality

From Genesis 1:1, we understand that:

1. God created the heavens and earth and all within it with diversity and unity that unveils the importance of both multiformity and harmony.
2. God created the heavens, earth, and animal creatures as new things to inhabit the earth from nothing, and also created humans as new beings from the earth, showing the importance of invention and transmutation.
3. God created the heavens, earth, animal creatures, and humanity in perpetuation, not ceasing involvement or declaring completion, but rather, in the image of eternity, continues to create newness via expansion, transformation, and invention.
4. God guided humanity through the creation, showing them the animals and teaching about the environment, revealing the importance of discovery and discipleship.
5. God called humans to participate in creation by asking them to give names to the animals which inhabited the earth. He further demonstrated this call by commanding creation be filled by procreation, rather populating the earth only through His divine establishment. In doing so, God unveiled the attribute of creation imbedded in humanity by our Creator, our God.

Mission

Because of our mentality of beliefs, we declare that:

SAF*Creative exists to reveal the radiating joy of our salvation by

1. engaging our community in praise,
2. drawing our congregation into tangible worship, and
3. demonstrating the divine unity of diversity

so that people

1. are encouraged in their uniqueness and belonging,
2. can experience the love of God, and
3. are inspired and emboldened to keep taking steps in their faith walk.

Methods

SAF*Creative endeavors towards these goals as a collective by *individually* committing to these marks of authenticity and excellence:

1. Being prepared for the task with our given tools.
2. Determining to grow the tools of gifting, skill, and talent.
3. Serving our people in a way that makes us serve better.
4. Demonstrating the character of God through the manifestation of our developing character, as shown in our relationships, service partnerships, and ministry to the community *on and off the platforms*.

SAF*Creative will operate under the Vision set forth by God's guidance to the SAF Staff and Leadership, such that our events, programs, and initiatives will:

1. be relevant to our community,
2. guide people towards the accurate and whole truth of God,
3. serve God's will for His people in sharing His love, grace, and mercy,
4. refocus people on who God is, who we are, and who we are in God who is in us,
5. redirect errors of both culture at large and within Christian subculture by *creating new a culture* of seeking God first, encroaching all steps of faith, and having an attitude of excitement for what God is doing in His people no matter how far they seem or how little the steps look.

Each member of SAF*Creative understands this Mentality, Mission, and Method is meant to **guide not exclude**. This means that although we have a standard, typical, and practical structure given by God for our success, we know that God may call us off our normal path, ask us to be flexible, or add to our structure in the future as He sees fit to serve His people with authentic excellence. God will not sacrifice a person's spirit on the alter of plans and methods, but he will not sacrifice His mission on the alter of a person's obstinate or divisiveness.

Each member of SAF*Creative accepts that each individual artistry is worthy of continuing development and aids the whole of SAF*Creative by ensuring the growth of each individual. Each member supports the unique ways in which God's creative nature is displayed and looks forward to how God will blend each unique offering into a unified art.

Additionally, each member is willing to set aside personal preference for the sake of the overall mentality, mission, and method while contributing their unique personal artistry to the complete picture. Each understands they are Part Of The Whole.

Each member of SAF*Creative adheres to a goal of excellence through the commitment of heart, mind, energy, and time, meaning personal practice, encouragement and kindness towards each member, and a willingness to abstain from, redirect, and deescalate toxic criticism from the congregation and other SAF*Creative members.

Likewise, each member is willing to listen to healthy feedback and ideas from the congregation and teammates in order to improve and to listen for how God may want to reach His people. Each member understands that events, programs, and initiatives may change and God uses as many unique ways as He's made us to reach all of His unique people. We are ready to hear God's guidance, from wherever He speaks.

Each member supports that not all things can be done at once or at anytime, recognizing that God ordained resources of time, money, and talent likely will dictate the way events, programs, and initiatives are prioritized. Each member understands that ideas not implemented immediately are worthy and remain on our alter for God to use when He ordains.

SAF*Creative Guiding Values

To create policies and standards may provide clarity at times. However, policies, or rules, will never be sufficient guides for a team, because they won't cover all situations, all questions, or all seasons of growth and development. You'll find that this guidebook gives some specifics, but also a lot of overall statements of belief about our core values of worship, both broadly and within our SAF*Creative team. The above statement on mentality, mission, and methods serves as the full, and official, description of our identity as a purposeful ministry team. As necessary as that is, it's less helpful to each member when they are "boots on the ground," doing the job! Therefore, here below are 5 main guiding values, summarized from the statement above and nested in the core beliefs you'll read later. Each member can learn these and use them to navigate the day to day of service in SAF*Creative:

1. Be mindful in your commitment to the call.

2. Enjoy worshiping with each other.

3. Be yourself.

4. Celebrate others.

5. Jam.

Now what do these mean? Here's a little more clarity!

1. Be mindful in your commitment to the call: ***You're important to the team and to God!***
2. Enjoy worshiping with each other: ***See the fun & beauty in collaboration!***
3. Be yourself: ***You bring something special that adds to the collective art of the team!***
4. Celebrate others: ***It's about service... Be excited for what others are learning!***
5. Jam: ***Let's make music and watch what God does through us and through the music!***

Here's a tip for navigating the journey of serving in worship arts:

When in doubt: LEAN IN and REACH UP!

Glossary of Common Terms

There are common terms and phrases. This is not an exhaustive list, but a sufficient primer.
(by alphabetical order)

Audio Tech: The person responsible for running all aspects of the sound, including stage set up.

Call Time: The time members are to be present and ready to begin. (Set up time should occur before call time!)

Chord Chart: A piece of music written with the song lyrics and chords only, divided by song section (ie Chorus, Verse, Bridge etc).

Countenance: A facial or body expression representing an emotion, intention, or feeling.

Expressive Worship: Using every physical capability you have to accurately communicate your interaction with the Lord to everyone around.

Front Of House (FOH): The sound the congregation hears, as mixed in the sound board by the "audio tech".

Gang Vocals: Vocals sounding like a crowd of people.

Gear Room: The room directly connect to the stage, where SAF*Creative gear is stored. It is on Stage Right.

Green Room: The place where the creative ministry folks gather, pray, and prep, and settle. It is connected to the stage via the gear room.

Inspirit: An evening or worship music put on by SAF*Creative on a quarterly basis.

Lead(er): The person in charge of the task, song, art, service, or program.

Liturgy: A form or formulary according to which public religious worship, especially Christian worship, is conducted.

Mosaic Worship: Worship emphasizing structure, spiritual truth, and cognitive elements through the medium of creative arts.

Noodling: The ethereal playing of an instrument in the background, either under prayers or transitions (GOOD) or during times in which the instrument is not directly involved (BAD).

OOW: Order of Worship. This is the entire plan for the service. (Found in PCO.)

PCO: Planning Center Online. The online software we use to plan services, schedule people, and practice our music.

Practice: The individual preparation done at home to be ready for rehearsal.

Praise Team: Group who serves as a congregational melody leader, a 'modern choir.' By sign up only on PCO.

Producer: The tech team member who serves as the overall eyes and facilitator of the service under the director.

Rehearsal: The time in which the band and tech members convene to put all the prepped music together, smooth out challenge areas, and work on collaborative aspects.

Setlist (aka Worship Set): The list of songs for a service.

Soundcheck: The time before rehearsal where all equipment is checked and balanced by the Front of House lead, the "sound tech."

Stage: The platform from which we lead the worship music.

Stage Presence: A countenance that is received well from the stage, so that it draws people to follow because of its authenticity and excellence.

Stage Right/Left: Stage right and left are the direction from the perspective of the podium when looking toward the congregation.

Upstage/Downstage: Upstage is toward the platform's rear, downstage is the front.

Wall of Sound: When the entire sound spectrum is so saturated that individual tones are lost. This is usually bad.

Worship: An authentic acceptance and agreement of who God is as far as it has been revealed to you, so that every action (and even thought) is an expression of this core character whether done declarative or implicitly.

Worship Director: The person responsible for scheduling, leading, and mentoring within the worship ministry as hired by the SAF leadership and Board Members.

Membership

Becoming a Member

Joining the team includes 3 steps: 1) audition, 2) interview, and 3) on-boarding.

AUDITIONS and INTERVIEWS

Auditions may be scheduled directly with an interested candidate, or they may be offered at select times during the year for which anyone interested may sign up to audition. The interview is not a “next step” but will be conducted with anyone who auditions. Each the interview and the audition are informal, but mandatory.

ON-BOARDING

On-boarding is a probationary process that lasts for 6 months through which a new member will spend time becoming acclimated and learn about the commitments involved. During this time they will determine their scheduling preferences for frequency and availability. They will attend the Christianity 101 and Find Your Fit classes either before or soon after becoming a part of the team (as scheduling allows), no later than one year after joining. In the case of these classes not being available, the worship director will determine how to proceed. On-boarding is a time in which the Worship Director will learn how best to serve and utilize the new member. The goal is to clarify and navigate the most difficult time of being a new member so that the bumpiness is not confused for rejection or judgement.

Being a Member

*There are mandatory responsibilities involved with being a member of SAF*Creative which express the mentality, methods, mission, and values which guide and direct the ministry.*

CHURCH MEMBERSHIP & ATTENDANCE

SAF*Creative team members are expected to attend SAF church services regularly when not scheduled. This may include house churches or attending virtually. However, virtual attendance should be during the live stream rather than on demand. Attending church only when scheduled will be considered a lack commitment to SAF and to the SAF*Creative. Extenuated circumstances should be discussed directly with the Worship Director.

Regular SAF*Creative members are not required to technically be *members* of SAF.Church, however they must consider SAF their “home church,” in San Antonio. This is not considered a conflict for those who are temporarily in San Antonio due to military, school, or other work-related status and have a membership or home church in their town of origin.

*SAF*Creative members are worship leaders at SAF.* This means that each individual is seen as a leader in the church, regardless of the ways in which the member serves in the team. As such, there are several expectations for members of SAF*Creative:

1. Members must willingly support the vision of SAF and accept the leadership of SAF.Church, including the pastors and directors.
2. Members will “disagree well.” Accepting doesn’t equal 100% agreement, 100% of the time. In light of disagreements however, SAF*Creative members choose to demonstrate humility by following the decisions made by the SAF leadership, and express their concerns with holiness and in a professional manner. Leadership consists of active participation in making us the best we can be. We lean in and reach up!
3. Members who are technically members of SAF will participate in voting in board elections.
4. Members should participate in at least 1 small group per year to demonstrate intentional growth in their faith journey.

This is important for personal spiritual well-being. As worship leaders, we must be active in our faith walk. This does not mean that worship leaders must be perfect, have all the answers, or ‘have it all together.’ Rather, it is the intentionality in faith that matters here.

5. Members will hold personal preferences in the proper space.

Personal preferences of the members are a vital part of how the creative team works to cultivate their unique contribution to the church. These preferences should inform and support the mission. This means not all personal preferences will be beneficial, and those that areas not be beneficial all the time. As leaders in the church, we choose to contribute from a place of serving the ministry, rather than being served by the ministry. **This is not a place to gain satisfaction or fun by expressing a creative hobby. Rather it is a place where a hobby, passion, or calling may be expressed for the benefit of others first, and therefore we are blessed in it.** This doesn’t means we won’t have fun or experience fulfillment. But, it does mean that overall we should be experiencing that regardless of personal creative preferences.

6. Members will show commitment by responding to schedule requests, being prepared, not cancelling accepted scheduling requests, and communicating with the team and team leaders.

Rehearsal Schedule

There are three rehearsal schedules which SAF*Creative may employ dependent on the discretion of the director, the season, and factors outside the control of leadership. Participation and attendance to whichever schedule is currently employed is required.

The director will determine the schedule that will serve the members of SAF*Creative. At any time that extra help is desired, any member may make an appointment with the director and receive one on one, or small group, practice, rehearsal, or personal coaching.

REHEARSAL SCHEDULE #1: WEEKLY

Other than a handful of emergency situations and holiday schedules each year, when using the Weekly schedule, we prepare for our weekend services by having a mid-week team rehearsal. This rehearsal allows more time to improve integration, flow, and try new things as a team. The team will also rehearse on Sunday morning for a "soundcheck rehearsal."

Attendance at mid-week team rehearsal is mandatory. A team member who cannot attend the mid-week team rehearsal will not lead worship in that weekend's worship services. Some exceptions may be possible. See the "Exceptions" box for more details.

REHEARSAL SCHEDULE #2: SUNDAY ONLY

The Sunday Only schedule means that we rehearse on Sunday mornings before service. The rehearsal is meant to be a full rehearsal and a sound check in one. It allows the members spend more time individually learning the music during the week, focuses on integration and flow, and gives members more space and capacity to integrate volunteering into their lives.

Attendance at the Sunday morning rehearsal is mandatory. A team member who cannot attend the morning rehearsal will not lead worship in that morning's services without exceptions.

REHEARSAL SCHEDULE #3: SUNDAY + [PLANNED REHEARSALS]

The Sunday + schedule is a mix of Sunday Only with additional rehearsals that are planned and set forth by the director. These may be on any interval, however when using the Sunday + schedule, the director will communicate not only the dates and times in a timely manner, but also the projected frequency of the planned rehearsals. This schedule allows for more individual time of preparation while also scheduling focused rehearsals that may focus on any or all of the following: practice, integration, individual skills, worship leader mentorship, trying new musical arrangements and approaches, and learning new music, or others

depending on the discretion of the director. This schedule is meant to offer a more wholistic preparation of the team to avoid weekly burnout and/or the limitations of a weekly grind.

Attendance at the Sunday morning rehearsal and any planned rehearsal for which the member is scheduled is mandatory. Some exceptions may be made (see the "Exceptions" box below for more information. A team member who cannot attend the morning rehearsal will not lead worship in that morning's services, without exceptions.

Exceptions: *may be made on a per case basis in extenuating circumstances. Exceptions are not guaranteed. Exceptions granted will be based on facts such as speaking with the worship director in the most timely manner possible, history of missed rehearsals, and finally confidence that preparation at home and experience with the scheduled team and planned music will suffice to join the team at the Sunday morning final soundcheck rehearsal. A team member who cannot attend the morning rehearsal will not lead worship in that morning's services, without exceptions.*

NOTE: *None of these factors guarantee an exception. While team members may sometimes feel they know their part well enough to make a team rehearsal unnecessary, attendance additionally benefits other team members and technical teams. An individual may be able to "jump in" successfully, but in doing so they could burden their teammates.*

Attendance for Rehearsals

Please refer to each schedule for details, but in general, attendance is mandatory.

Participants are expected to arrive early enough to be set up and "ready-to-play" by the call time. (This means set up occurs before the team rehearsal's actual start time/call time.) The building is open 30 minutes before call time to accommodate set up time.

Anyone needing assistance with equipment should come extra early because sound technicians have their own responsibilities during regular set up times.

Who Attends Rehearsals

Mid-Week and Planned Rehearsals

All band members, instrumentalists and vocalists, are to attend mid-week or planned rehearsals. For the tech team, only the audio tech is required to attend these rehearsals.

Sunday Morning

All band members (instrumentalists and vocalists), the praise team, the audio tech, and producer must be present at the Sunday morning soundcheck rehearsal.

Practice and Preparation

Preparation is slightly different from practice:

- Preparation includes gathering the materials, knowing the set list and order, understanding tools needed, and running through each song to familiarize or re-familiarize with the feel, possible flow, and musical attributes. It also includes meditation with the music to listen for how God is using the piece.
- Practice is the physical act of learning and mastering the music.

All team members are expected to prepare and practice on their own time prior to a team rehearsal. They need to come prepared for each song, whether it is a new one or an "old standard." The Worship Director will do everything possible to provide each team member with the materials necessary to prepare; however, the success of the team rehearsal will be determined to a large extent by the preparations of the individual members.

What to prepare and practice:

Each team member should prepare the specific part they will be doing during services and rehearse as so during rehearsals. This avoids unexpected changes to distract others from worship. See Practice and Prep for more detailed guidance.

What about memorization?

We encourage our musicians and vocalists to memorize their music. Music charts should be used for reference only during services. Memorizing music enables the worship team members to get past the performing wall and better engage in worshiping while in front of the congregation. This process is supported by being prepared and rehearsing with minimal use of support materials. No one is required to memorize! This is only encouraged. All members will be free to use chord charts and other materials, even on Sunday.

However...

Music should be familiar enough so that the Worship Leaders can worship freely during team rehearsal and services without being overly concerned about watching the chart. Worship expression during team rehearsal will flow out during the services and should be experienced during team rehearsal. We "perform" in the same manner we rehearse; if we worship during team rehearsal, we will worship during services.

Materials

There are several ways to acquire chord charts and tracks to use in preparation:

- All charts are available on Planning Center Online (PCO or Planning Center). Most songs also have tracks or links in order to listen to the piece. For more on PCO see "Scheduling."

- Upon request, a member may use access to Song Select from CCLI to download charts and other practice materials.
- SAF*Creative has a [YouTube account](#) where playlists are curated for members to listen through.
- Using whatever music service you prefer, listening to the songs is also encouraged, but please double check if the version/arrangement is identified on PCO first and when in doubt, please ask.

Please only use charts from PCO or CCLI when preparing music. If using a tab from a third party site, please be prepared that chords, rhythms, and sequences may be different. When using a tab, use only as a "fake book." Ask about more details on how to use "fake book" preparation.

Team members who have limited or no internet availability at home can use a designated church computer to access PCO during an appropriate time while at church (like the computer in the Green Room or the computer in the sound booth if tech teams are not already using it).

Problems in finding materials for at home practice and rehearsal should be brought to the Worship Director *no later than two days prior to the team rehearsal*. The Director cannot fully help if problems are brought up at rehearsal or right before. If a member consistently has trouble with music material, and/or fails to communicate in proper time regarding issues with music materials, that member may be mentored one on one regarding how best to prepare and execute personal practice. Refusal to accept mentorship may be considered a lack of commitment to SAF*Creative.

The Worship Director is always willing to help procure and curate rehearsal materials in the way best suited for the musician at their experience level and specific needs. Communication is best! Mentorship is meant to help give each member the method that works for them.

Scheduling

Scheduling of all SAF.Church worship services is done through an online cloud type website called Planning Center Online. This include team assignments, songs (mp3s and charts), team rehearsal dates and times, and other service elements. For more about how to use this program, see the section about [PCO under TIPS for SUCCESS!](#)

Requests

Scheduling for members is usually done 6-8 weeks in advance. Invitations are sent out to each participant. However, every team member is expected to check PCO regularly and accept or decline any position to which they are assigned. It is preferred that members accept or decline within 4 days of receiving the invitations. Sometimes the schedule is too

far in the future to know if you can participate. **Please accept and confirm no later than 7 days before the scheduled rehearsal.** Team members are also asked to block out any dates ahead of time for which they know they will be unavailable.

Sign Ups

Occasionally we do not have a person scheduled on a rotation for a role which is normally filled. If you are available for a Sunday and no one else is scheduled for that role, we would be GRATEFUL if you would take initiative to contact the worship leader and offer to fill that empty slot. This needs to be done before any scheduled rehearsal. There are some teams that will have sign ups enabled on PCO, just as Praise Team. When these are enabled, those who are not scheduled may sign up. These teams are not required to attend mid-week rehearsals, except where noted, but must come to rehearsal and soundcheck on Sunday morning.

Cancellations/Declines

Cancellations: Everyone will encounter times that require them to cancel their attendance. This is acceptable when there is illness and urgent matters. Cancellations or no-shows that are not due to illness or urgent matters are acceptable and may result in not being scheduled for 4 weeks. Consistent cancellations and no-shows will result in being suspended from SAF*Creative until a solution is found to help the member be consistent in their commitment.

Declines: Everyone will also encounter times that they must decline the request to serve. In fact, it is highly encouraged that when a person needs to decide, that they feel free to do so. See more about [avoiding burn out here](#). However, if a member is consistently declining requests to serve, this can become a burden on the whole team and on the person scheduling the team. Therefore, if a member declines 4 requests in a row, that member will be suspended until a solution is found to help them participate in good faith with the team.

Music

Music is scheduled 4-6 weeks in advance. Sometimes there are unavoidable last minute changes. All members should be familiar with all the scheduled materials so that changes are easily incorporated. Please remember that any problems in finding materials for at home practice and rehearsal should be brought to the Worship Director *no later than two days prior to the team rehearsal*.

Music is chosen as a matter of guidance from the Spirit. These choices may reflect the leading on the whole SAF leadership team, the sermon series, a sermon, or a broader leading on the worship director for the SAF community. The Lord works through many avenues to speak and lead, including the members of SAF*Creative. The music that is moving and inspiring you may be something that God will want to share as a testimony to the congregation. Please share your ideas! Know that all requests are appreciated, saved, and prayed over waiting for God's guidance to use them. Unfortunately, this does not mean

that all requests will be incorporated, or in a specific timeline. Not even the worship director's 'requests' are used! Preferences are wonderful things, but they are not the driver of musical choice under the umbrella of the SAF*Creative mission.

Gear

All members of the SAF*Creative will be handling gear, both church owned and personal. The church will provide all basic infrastructure to accomplish our mission, including mic stands, music stands, guitar stands, computers, cameras, cabling, microphones, and most adapters. However, there are certain items that individuals must provide themselves, or check out from the church if available in order to use. Below are guidelines and standards regarding gear.

Audio/Visual Support

Each tech team member will use the gear established in the sound booth to do their jobs. Audio techs and producers may additionally provide their own mobile devices to check decibels, take notes, and run Planning Center Live. Headphones are provided for audio monitoring, but each tech can provide their own as well. We will not be able to provide more than one 1/8 to 1/4 inch adapter, which is to remain plugged into the headphone jack on the soundboard.

In Ears

Instrumentalists will be using in-ear monitors for their sound monitoring (except for the drums, which have a small monitor with headphone capability). SAF will provide the monitor plug in, but each member of the band is responsible for their own in-ear headphones. There is an app available to download in order to control your personal monitor mix. This is free. See your Worship Director for details. Vocalists may choose to use in-ears or not.

If a member is adamantly opposed to in-ears or they are physically unable to wear in-ears, they should speak to the director to facilitate a plan of action. Finding a solution for monitoring will be a negotiation and navigation between the needs of the individual and the needs of the bandmates and team as a whole. Band members are asked to willingly participate with the director in accomplishing the goal. A solution can be found! However, a refusal to participate the solution or inflexibility to adjust due only to preferences, will indicate a lack of commitment to SAF*Creative.

Amps

The guideline set forth here is informed by the specific characteristics of our worship space, and not at all related to the individuals using amps. Overall, amps will be discouraged, yet SAF*Creative will still aim to work with amps due to the fondness instrumentalists hold for them, and their being the relatively inexpensive alternative to a personal pedal board. That said, it is in the audio tech's, producer's, and ultimately the Worship Director's discretion to ask that an amp not be used at any time. This is necessary to control the sound in the room.

The issue at hand is stage sound: the bleeding of the sound directly to the room instead of through the audio mixer. Although an amp is a comfortable method for many players, the challenges it often presents for the audio techs and other bandmates on stage outweighs the benefits. Here are some guidelines on amps:

1. In general, smaller amps will be given more flexibility, especially as long as they aren't really heard off the stage.
2. Larger amps that offer small stage sound can be workable.
3. Amps that have large natural stage sound will be worked with to determine if they can be controlled well to benefit the player and the audio goals of the service. This may depend on instrument, position, and capability of the audio tech.
4. With the use of in-ears, the use of an amp is solely for the purpose of the intonation and effects the amp provides. Amps with bad sound won't be used in service.
5. NOTE: *not all our audio techs are professionals...* many are volunteers or are still training, and utilizing an amp of this sort may be outside their ability, especially for the time allotted.

Instruments

SAF can provide a couple of acoustic guitars, a piano, keyboards, and one guitar pedal (as mentioned above), and several small amps. We also provide all microphones.

At this time, it's asked that vocalists do not provide their own microphone. However they may bring accessories to use with the mic stands. (We do have several trays and cup holders.)

Instrumentalists may bring their own stands, cables, pedals, DIs, or condenser mics (if applicable).

Devices

There are a couple extra iPads for use with the Music Stand app or OnSong that are available for use by checking them out. Please speak with the director to learn more.

We have a netbook computer that is available for the SAF*Creative team only. This may be used for preparations and practice, but not by an individual during service.

NOTE: Our computer is not powerful enough to run any programs that an instrumentalist may desire to use. Any software and gear associated would need to be provided by the member.

Dress Code

Band

We do not wear a uniform or any planned “costuming” such as coordinated colors, shirts, or styles. It is our goal that while on stage our clothing aids in the presentation of the music. Therefore, members will use the following guidelines:

1. Patterns should avoid colors that are neon, or very bright, in nature so to avoid clashes with the lighting and the camera focusing. This allows for video volunteers to avoid paying extra attention to focusing and accounting for bright colors in the live broadcast.
2. Avoid wearing bright white, as it is also a challenge for cameras, but also because under brighter lights, whites can be hard to focus on even for those in the room. (Plus... you cannot hide coffee stains on white clothing!)
3. Wear something comfortable for setting up your gear, dealing with cables, or going up and down the stage stairs.
4. We do not have a private bathroom, so choose clothing that doesn't require a lot of adjusting right before service.
5. For summer wear: We aim for clothing that is from the knee to the shoulder caps. This keeps a casual, breezy, feel that appeals to the majority of people in terms of style and formality/informality.
6. Our stage is elevated, so all skirts should have leggings so everyone can move freely to the music and adjust gear as necessary.
7. Hoodies and jackets are encouraged for those who need them, and they can be taken off during service if needed. No one should be too hot or cold while serving!
8. Hats and other headwear are acceptable.
9. Members will refrain from wearing on stage logos that may be controversial for the current culture and metaphorical temperature of the community. This includes but is not limited to logos of the following nature:
 - a. political candidates and organizations
 - b. brands specializing in intimate products or clothing. (i.e. such as Victoria's Secret and the Pink brand)
 - c. any brands that for some reason have tagged our videos online, which is a list that will be updated and posted to the membership as needed.
10. Members will not be able to be brand ambassadors while serving in Sunday service. This includes products, musical gear, and networks. (For more info., please ask the director.)

1. Those on visual support may wear anything they like within basic appropriate boundaries.
2. Those on sound and video support should wear darker colors so any necessary movement around the room during services is discrete.
3. All tech crew should wear comfortable casual clothing which allows for movement.
4. Tech crew will follow the guidelines above regarding logos and brand violations as directed.

Any concerns about the dress code should be brought to the worship director. The director will address all concerns about effective use of the dress code.

NOTE: As stated, all concerns should be filtered through the worship director. This may seem out of keeping with Matthew 18, which advises that anyone with a concern should go to the person directly first. In this case, concerns about violations of dress code are not having to do with the person, but with the application of a policy. Despite how one may discern the choices and actions of another person, these concerns are not to be taken as personal offenses and therefore should be brought to the director for resolution. Additionally, policies about dress code intersect many sensitive, and high controversial topics. For that reason, the director will be the point of contact in order to be proactive regarding peace and unity, as well as in respect and dignity of each member. Out of an abundance of caution, SAF*Creative especially notes that males should *never* address dress code concerns directly to a female, regardless of age. For more information about this, please contact the director.

Member Violations

If a team member does not meet a team expectation, the Worship Director overseeing them will address the issue in a non-confrontational or embarrassing manner in order to learn the circumstances. Most infractions are merely miscommunications which can be easily worked out. However if a team expectation is a consistent issue, such as habitual lateness or reoccurring cancellations, the Worship Director will discuss the issue with the individual privately. For example, several tardies or an absence will usually result in not being scheduled for one or more rotations. Continued issues may result in an extended time off (suspension), or stepping down from the team (removal).

If the infraction is due to a sin-related issue, standard church policy will be followed, plus including offering resources, counseling, and finding the right way to remain involved while God is working in the individual.

Please keep in mind that our goal is to grow together and remain focused on the Lord. We must address issues which the enemy could use to distract us or cause others to stumble. Because being on the platform implies a level of church-approved authority, we are called to a higher level of accountability than those not on the platform.

Sometimes difficulty following team expectations stems from life issues such as conflicting family or work-related responsibilities. We understand that life happens. But if it happens a lot, this may be a hint from the Lord that you need to take a season away from worship team to address other priorities. It's important that we be flexible and allow you and the Holy Spirit to direct your focus appropriately.

Further, sometimes difficulty stems from not being in the "right place." Despite the call that those in worship ministry are serving others, it is the ministry staff's responsible to serve you. If there are issues that seem to be related to alignment with an area of service, or differing call, it will be the mission of the worship director and leadership staff to help support a change and empower the member to follow God's leading.

When we encounter conflict, leadership commits to these three values:

1. Leaning-in
2. Investing
3. Persistence

These are the values of Jesus, demonstrated by his life, death, and resurrection!

TIPS for SUCCESS!

The following section includes guidance for how to use the resources, technology support tools, and make the most of your time with SAF*Creative, serving in the worship ministry.

Apps and Technology

There are several apps in use with participation in SAF*Creative. Not all are applicable to every role. No one is required to apps. The only technology requirement is to access PCO on the web or speak with the director for special arrangement. Ask more more info!

1. PCO - The website is good, but this app works great for most people for most of the time.
2. Music Stand - SAF pays for the ability to use this app. It allows you to see the service and music charts or lyrics on a mobile device in a format perfect for during service. It's great for practice too!
3. Visi Listen - This is the app for personal in ear monitoring. If you wish to control your own monitor mix, this is necessary. Otherwise the Worship Director will adjust it for you with your input.
4. OnSong - This paid app is a powerful music organizer tool.

PLANNING CENTER! (PCO)

PCO is a powerful tool for planning and facilitating teams in the mission of leading worship. However, it's only as helpful as it is used properly. See below for some important first things to know about using PCO. For detailed information and step by step instructions please visit the [Planning Center Online YouTube page](#) for quick informational videos, or contact the director.

Blockout Dates

Blockout Dates is a fabulous way to let me know ahead of time that you are out! I schedule music in association with the people scheduled. Your help in blocking dates and responding to requests is much appreciated! While declining an invitation to serve is always appropriate if you cannot serve in a request role, blocking out known dates that will be unavailable is a tool for your director and scheduler that will actually also serve your team.

Resources

PCO offers many resources for practice in preparation for rehearsals and services. However, PCO can also offer obstacles to that too! Here are some tips to better preparation and practice using PCO.

1. There are many files associated with one song. Double check that the key you are downloading to play from is the key assigned in the plan.
2. There is usually a link to a YouTube video or a track loaded. Use the mp3 players imbedded in PCO. If there ins't one in PCO and you would find that helpful, please text me and ask!
3. Read the comments to see if there are special notes associated with a song item.
4. Be familiar with the service flow so that you can be preparing not just a song, but the set!
5. Use the app! If you don't have Planning Center Services on your phone, please search your app store and get plugged in that way. It makes it much easier!
6. Using the Music Stand app helps put all the correct charts in order. If you choose to print, use the print button from within the service plan, which creates one pdf with all the correct charts as determined by arrangement and key for the service.

Practice and Prep

'Practice' and 'preparation' are very similar, but they differ quite a bit from 'rehearsal'. Practice is the work put in individually to know the song, know your contribution to the song, and work out the technical details of performing the song.

Preparation is the studying of the song in its place in the set by knowing what comes before and after it, how it fits in a set of music, and how it might serve the purposes in worship. Practice and preparation together serve to help detail the feel of the song, the dynamics that are possible, and the options available creatively in playing the set. Rehearsal is putting what you know together collaboratively and cooperatively with the rest of the band. The success of rehearsal then depends on what you know of the song and set.

Think of it this way... practice and preparation are the ingredients in a yummy cake recipe, and rehearsal is the process of mixing it and baking it. The final product is impacted by how well its mixed and baked, which is impacted by the quality and completeness of the ingredients put in. Subpar ingredients and missing ingredients certainly impact the final product! All of this means that the most successful rehearsal will have practiced and prepared people.

...and in a perfect world this is possible! But how? Here are some tips for practicing and preparing that are actually doable for anyone, so that rehearsal is the best it can be: The one that fits us, helps us, and serves our congregation.

1. **Listen to the music!** You can use PCO to listen to the music (in the ways outlined above), but also you can use your iTunes, Spotify, or YouTube to create a playlist of music for the

service you are scheduled. You can now also visit the SAF*Creative YouTube Channel and find the playlist Sunday Playlist.

2. Learn the song by sections! If you concentrate on learning the chorus, the verses, the bridge, and then instrumentals, then you can have bones for the song. After you know the bones, look at how the bones are connected like from a verse to chorus, chorus to bridge, or bridge to chorus. Then you have a skeleton on which to build!

HOT TIP: if you learn it this way then you can be ready to arrange to fit the needs of the people and service and be spontaneous.

3. Print out/prepare charts and make note of technical needs like capos, required transition time (to address in rehearsal), and questions.

Hopefully these few tips will help you effectively practice and prep for rehearsals and services. Your contribution to rehearsal matters! From sound techs preparing to mix you well to being ready for the Spirit to bring a special creative element to the set, being ready for rehearsal is being ready serve well!

Sharing Your Voice

Time can pass by quickly even when a thought is burning inside! It's easy to begin feeling like your voice is not appreciated or heard as the pressing responsibilities of service take precedence. Even with an "open door" policy, the opportunity to share or the availability to hear may seem challenging to navigate. The following tips help you as a volunteer member of SAF*Creative to know how to navigate this incredibly important part of serving on a team.

Surveys

Each season or so, the SAF*Creative members are asked to complete a survey. This is an opportunity to reflect on personal changes and report those to the director. It also serves as an opportunity to express observations and suggestions that often get pushed aside.

Please participate in this survey, even if you don't feel you have much to add or it feels inconvenient. Missing out on the survey is a missed opportunity to have your voice heard.

NOTE: The survey changes slightly from time to time, but many questions do remain the same. This is to track changes in the individuals and culture of the team. Please answer even if you have done so before and even if your answers haven't changed.

Sunday is Sunday: Make It A Date

Sunday mornings are in fact not a great time to share your opinion or observations, your ideas, or suggestions. Why? Because Sunday is Sunday. It's "game day." It's the time when the mission is in full blast, and all energies are focused as operating as a team to serve. In short: Sunday is a time that is already accounted for in purpose, energy, and focus.

Rehearsals are a better time to share, especially after rehearsal. But, the time is also already purposed towards a stated end. Therefore, although there are opportunities in rehearsal, they are inconsistent. Looking for an open door will take energy and patience.

Instead, try “making it a date.” Reach out to the director or your direct leader, and make a time to meet, over coffee or a meal if possible. Even if it’s a phone call meeting! Create a purposed time for your voice. This is actually what many leaders and directors mean when they say they have an “open door” policy. It means that their door is open. But what good is an open door, if no one is home? Your worship director is likely “not home” during Sundays and rehearsals. So *Make It A Date!*

Messaging

Of course a person can always text/email/message/write. This tool is always there and at your convenience. However, communication over written words requires writing skills, patience for replies, grace for clarification, and follow up. Intention can be hard to glean over email and text. People can often find it terse. It’s wise to pray over whether your voice would be well communicated over this medium. If so, great! If not... it’s coffee time! ;)

Social media: In keeping with the Nazarene Church Manual, we aim to treat social media as a real place where people are communicating. The manual states, “**As in all interpersonal relationships, we believe that the content of our social media should also be a reflection of the sanctified hearts for which we strive. Clergy and laity alike must be mindful of how their activities on social media affect the image of Christ and His Church and impact its mission within their communities. Our activities should be life-giving and affirming and should seek to uplift all persons.** (Proverbs 15:4, 15:28, 16:24; Ecclesiastes 5:2–4; Matthew 15:11; Galatians 5:13–15; Ephesians 4:29; Colossians 4:62; 2 Timothy 2:16; James 3:1–13).” To help us demonstrate the character of Jesus in us to the world, the following is an acrostic for using social media: **THINK**. **T** - Is it TRUE **H** - Is it HELPFUL **I** - Is it INSPIRING **N** - Is it NECESSARY. **K** - Is it KIND. Remember that we represent Jesus in us and our faith community in a very visible way on social media. Make the best of it!

Core Values of Worship¹

Definition of Worship

We define worship by using a variety of different-yet-legitimate ways:

"To actively ascribe worth to, bow down to, or give homage to God."

"The dramatic celebration of God in his supreme worth in such a manner that His 'worthiness' becomes the norm and inspiration of human living."

"All of life is worship. Worship is responding in love to all that God is with all that we are, every moment of our lives. It results in a transformed heart, which leads to a changed life."

The difficulty in nailing down a single, all-encompassing definition stems from the fact that worship is dynamic. It involves a unique interaction between our Creator and the individual coming before Him. Congregational worship makes this even more complicated by incorporating the elements of the spiritual gifts flowing when the Church Body gathers in Jesus' name and the special way that God reveals Himself when we come together to worship. Although only God Himself has the capacity to fully understand the depth and scope of what actually occurs during worship, we recognize the following characteristics.

Characteristics

The Bible says we should worship God in Spirit and in truth (John 4:23-24). Worship occurs as in internal decision before it can authentically be turned into an outward expression. We should worship with integrity, presenting our God biblically and accurately, with every element, song, transition, testimony, and sermon aligned truthfully to the Bible.

God loves a sincere, broken, and contrite heart (Psalm - Mark 12:30 NIV 51: 17). In the 36+ times that scripture mentions loving the Lord with various combinations of all of one's heart, mind, soul, and strength, every verse includes the heart - it almost always comes first in each list. God is passionate about our hearts. Loving Him with all of our heart is foundational in interacting with Him. True worship takes place without hypocrisy. God hates hypocrisy in worship regardless of how great we may think was the quality of the art form (Amos 5: 13-20).

Our expressions of worship stem from presenting ourselves in full to the Lord as a living sacrifice. This means giving up our rights of ownership over the elements that make us us: our identities, hearts, thoughts, wills, bodies, creativity, relationships, expressions, and emotions. We declare Him to be Lord of everything that makes up our lives, every point of

¹ Adapted from Tim Miller, Born for Worship and the WLCC Worship Arts Team Manual, used by permission.

our interaction with reality. Call it "full-self" worship. This God-honoring worship engages us in this continual process of laying all parts of ourselves upon His altar, including our emotions and our will. The forms of expressions which we associate with worship are not worship in themselves. They simply depict, enact, or represent the worship of the person's heart. A person can attend a worship service and behave exactly as everyone else does without having worshiped at all. Worship is not in the trappings we associate with it. It's not choir robes, organ music, a somber mood, incense, candles, trendy styles, electric guitars, or beating drums.

Worship involves a choice on the part of the worshiper to *give adoration* and to *ascribe worth* to God. This choice may occur in one of many forms, and may involve revelation, reflection, response, praise, prayer, examination, confession, giving, scripture reading, preaching, giving testimony, or affirmation of truth. Almost every biblical example of worship incorporates a physical expression, including singing, bowing down, shouting, clapping, lifting hands, leaping, dancing, prostrating one's self, and kneeling. These expressions demonstrate themselves when we are free to uninhibitedly respond to what God is doing in our hearts. The Bible is full of examples of such emotional expression. And while techniques we use to perform these expressions vary culturally, it is fascinating to see that the *need* for such expression never goes away. Although music (with or without singing) almost always goes hand in hand with Biblical examples of worship, music is not absolutely necessary. However, music provides an effective doorway for connecting human hearts to God and to one another as we praise Him.

Variety

A wide variety of styles and expressions of worship are equally pleasing to God. We don't believe one form is more "sacred" than another, though we do find that some forms are more effective in different situations or cultures than others. Due to the dynamic nature of worship, we must remain open to God's leading into fresh ways of worshiping Him as the Bible instructs.

We deeply value songs and other art forms which have been used in the church over the centuries. We also worship by using contemporary music and including many different instruments. We sing new songs that are being written throughout the Church worldwide (and here at home) which reflect the current movements of God. We continually seek to maintain the lyrical balance taught in Ephesians 5: 19 and Colossians 3: 16 of psalms, hymns, and spiritual songs.

Holy Spirit Led

God provided us with access to Himself through the blood of Jesus Christ. To help guide us, He indwells us through His Holy Spirit. We don't need other "formulas" for getting into the presence of God.

Worship led by the Holy Spirit will be participatory, engaging, and life-changing. The Holy Spirit is really the ultimate Worship Leader. And the fruit of this life-changing interaction with the living God is evidenced by growth in people's lives in love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control (Galatians 5:22-23).

SAF*Creative Worship Leaders avoid the desire to make something happen, or to recreate something that has occurred before. Instead, we desire to allow the Holy Spirit to work in unfettered directions in the hearts of the worshipers.

Corporate Interaction

Worship was designed by God as part of the interaction between His Son and the Bride (the Church). Jesus said that when He is glorified, that glorifies God (John 17: 1). Romans 15:6 tells us that the Church Body should "glorify the God and Father of our LORD Jesus Christ" with "one heart and mouth." Many passages in Psalms describe the value of worshiping the Lord among His followers and commands our participation. The special blessing of a sense of the Lord's presence which Jesus promised in Matthew 18:20 is conditional upon the participation of at least 2-3 other believers. Those on the platform have the unique role of worshiping the Lord while simultaneously directing the worshiping of others towards Him, all within the context of community. Not only do we expect the congregation to observe our worship and be in mental agreement with it, we expect them to participate.

When we worship, we should expect God to interact with us. Our worship times should reflect this expectation by including moments for this to occur rather than checking off our songs like a "do/done list" and moving on immediately to the next service event. The Bible refers to a musically supported pause for this kind of interaction and reflection as a "selah," which are often incorporated into the corporate worship songs of the Psalms.

After all the scriptural real estate dedicated to worship, Jesus knew that we worship musicians may slip into the trap of worshiping the activities and tools of worship and losing sight of His other priorities. In our self-focused culture, we can simply forget about the people around us or even the one we're supposedly worshiping. We can become absorbed by our own interaction with God, by our own process of creating expressions of worship, or by getting lost in exploring what is within our own heart. It can be so easy for us to ignore everyone else in the room or consider them to be a distraction or a bother. It's like the time that Jesus had to remind the disciples to let go of the business at hand in order to allow the children to approach Him. He didn't design worship to occur in a relational vacuum. He deliberately includes others, and wants us to do the same. Mark 12:33 reminds us that our connection with others overshadows our expressions of worship. He's telling us to keep our priorities straight and not get so caught up in our sacrificial offerings of expression that we trample over loving others His way. We honor Him by serving the Bride through creating an environment, a vocabulary, and an opportunity to love Him together.

Specific SAF Worship Values²

Pretty much any church using a contemporary worship model will agree with the above points. Following are a few characteristics which, while biblical, reflect the unique way that the worship model at SAF develops and grows.

Team Mentality

God bestows upon each believer some Kingdom-building gifts. Part of a leader's job includes facilitating others' gifts rather than simply using the gifts of others to enhance or prop up his own. A ministry may be built around one extraordinarily gifted person, but if that person isn't there, the ministry often falters. That's why God designed the Church to function as a body - not a one-person show. He wants to reap a wider harvest of fruit than one person - even a very gifted one - can produce.

It's easy for leaders to rely solely on their own gifting and to use the worship team members as tools to help facilitate that leader's gift. While this seems more convenient and time-effective, it limits the fruit of an event to the scope of the leader's gift. Instead, if a leader identifies and develops the gifts within team members, the congregation experiences a greater feast of fruit, and the team members have greater impact. God loves to meet our needs, and the avenue He often uses to do so is through the spiritual gifts of His people.

Journey Based Transformation

Growth and learning happen through the context of real life experiences. 'Doing' precedes 'teaching.' Though there are sometimes common principles in the learning process which everyone experiences, God designs a unique growth path and gift/ministry mix for each person.

It's easy to mistake head knowledge for growth. But, just as depicted by the Tree of Life and the Tree of Knowledge in the garden, knowledge in itself cannot birth kingdom-building fruit. Of the multitude of areas that we each need to grow in, God provides experiences and situations enabling us to learn the one or two things He knows we need to learn right now. God made for each of us a custom-built path to learn and grow, and He designed each of us with a unique gift package through which we each can minister and impact others. By identifying and freeing those gifts, we help facilitate one another to realize the fruit He wants to produce.

Rather than creating cookie-cutter worship team members, mini copies of ourselves, SAF*Creative looks to see how God is already shaping each person, and then we work in tune with Him, allowing Him to take our musicians along possibly different paths than He

²Adapted from Tim Miller in the WLCC Worship Arts Team Manual, used by permission.

took us. Your gifts will produce different kinds of fruit than the worship director or other worship leaders. God is shaping you to fulfill your own purpose in Him, just as He shapes me - one step at a time. Instead of exasperation over rough edges that He may address later, we try to identify and work on the areas He's focusing on now. The rest we cover with grace.

In keeping with this journey, SAF*Creative acknowledges that growth is largely non-linear, and that neither age, gender, time walking with God, or experience in leading worship gives a person outright authority over another. Each person has something to absorb and something to share. It's true that some people may seem further developed than others, but this is recognized by virtue of what God has done in their journey not by seniority, status, or salience. Leadership is a role that emerges as part of a unique growth journey of the individual, as called and determined by God.

SAF*Creative also recognizes that the journeys our members take is not only regarding that of musicianship or the particulars of worship leading. It is in character, understanding, and wisdom. We commit to support the journey of each member in whole, not just in the skills and talents of leading worship creatively and administratively.

Dynamic System of Leadership

As stated above: Leadership is a role that emerges as part of unique growth journey of the individual, as called and determined by God. All members of SAF*Creative are leaders in some way. However, there exists a special relationship between those who have been given charge over the ministry, as Ministry Leaders, and those participating in the ministry. Leaders lead people. Ministry leaders lead people and missions.

Effective leadership isn't automatic, particularly when dealing with volunteers. It builds slowly on a tiered pyramid, initiating with delegated authority, and building on relational, visionary, and reputation levels, each of which is strengthened through success, continued development, and mentorship with replication possible at each level.

Setting up a worship team for success includes leading the team at a realistic pace, not demanding an inappropriate amount of commitment and sacrifice. While initial leadership is given to our Worship Directors/Worship Leaders, it is primarily earned over time through relationship, shared experiences, struggles and harvest. A team willing to follow its ministry leader encourages the leader and the ministry to grow and delve into new territory as it accomplishes its mission. A ministry leader who leads well enables the team to harvest fruit and see their gifts successfully impact worship. It can be a mutually beneficial cycle.

If you are a Ministry Leader, before imparting vision, willingly invest yourself in your musicians to build relational trust and grace. Realize that every time a team member sacrifices to support what you're trying to do, you're eating into that deposit. It must continually be renewed. Set up your team to succeed and debrief so they can realize their successes. Then, bit by bit, they'll willingly invest more to the success of the mission. Then,

learn to communicate vision clearly. Clarity encourages confidence. In creating clarification, the Ministry Leader serves the team by finding effective processes for their best success, facilitating those processes with as much consistency as possible, and with compassion. Finally, Ministry Leaders must be willing to set aside preferences for the goals of the vision as imparted by God in the mission. In doing so, they sometimes set aside their own preferences, but also those of the members they lead. Ministry Leaders learn to balance the effective tension between individual growth goals and team growth goals. Making hard decisions in this arena means demonstrating the characteristics that Jesus embodied as He loved people individually and collectively, building them up in encouragement, compassion, and pruning. For more information, see your Worship Director.

If you are currently serving but not in a Ministry Leader role, you still lead. You lead people: the congregation, musicians below your current skill level, teammates via encouragement, and your Ministry Leader by means of your glad participation.

Roles can change by season or by journey, and SAF*Creative is honored to encourage each member to grow into or out of leadership roles as God is calling them.

Growth Self-Stewardship

God leaves to us the choice of embracing or rejecting the growth opportunities He instigates for us. He doesn't give up on us though, and allows us additional opportunities to embrace what He's trying to teach - often raising the "ante" each cycle until finally catching our attention. He loves us enough to allow us to experience seemingly extreme circumstances in order to help us become what He created us to be.

"So you wanna go back to Egypt? ... " Somehow it's easier to return to the desert than to put in the work required to take the promised land. But, our patient God gives us another chance, then another, then another, until at the end of the day we finally realize we've been walking and never reaching the one place He wants us to go. Then, finally, we become willing to learn our lesson and move forward.

Let's try to realize everything God has for us this round and not have to make the trip again. Suck the marrow of the bones of adversity to take advantage of all God has in mind to teach through it.

God never wastes our pain. Unfortunately, we often do.

God often allows us to set the pace of our own growth and to ultimately choose to follow Him. He's taken all eternity to prepare the next 30 seconds of our existence. Yes, there are circumstances beyond our control, as well as consequences for our and other's actions, but sooner or later, in every event, we have to face the question, "Am I going to pay the price to follow where God is leading so that I can enter into what He has in store?"

We tell ourselves that's where we want to be, but the time comes and we have to put feet to faith and follow the cloud. It's the great adventure - leaping into the unknown and knowing that if God doesn't show up and be God, we're doomed to fall flat.

Fattening Our Lamb

The Creator of the Universe deserves the absolute best we can possibly offer. Malachi records God actually cursing the Hebrew priests who willingly offered up inferior, marred sacrifices. Deliberately offering less than our best betrays a dangerous contempt for God. How dare we withhold from God His due glory!

We want to offer the most excellent gift to our Lord that we are capable of giving. So we desire and work hard to hone our talent and become skilled craftsmen.

We can't earn God's grace or forgiveness, but something special happens in us as we sacrifice extravagantly to our King. We're not operating out of fear or guilt, but out of a childlike desire to share something special with our Daddy.

Then, as with any sacrifice, we give it to Him. It isn't ours anymore. He takes it and can use it however He wants, even if that use is different from we intended, or if no one else even gets to share it. A sacrifice with strings attached isn't a sacrifice - it's an attempt at bribery or manipulation. So when the song we worked so hard on gets cut by the pastor, or if "our" time is taken up by an extra announcement for the Ladies' Cookie Drive, or the new sound tech forgot to turn off the mute button on our channel, it's OK. God still received our offering.

We believe to a certain point that the level of artistic quality is directly related to the level of effectiveness that an art form has. Poor quality and mistakes easily shift people's focus away from the Lord. One significant reason we pursue excellence in our artistic offerings is to aim to be a clear path towards God and avoid being a detour.

We believe that individuals have different levels of ability and that their level of ability should be related to the type of ministry they do. We don't believe a person's value or spiritual significance is at all related to the level of their artistic ability. Jesus' willingness to shed His blood for you came from His love for you, not because of being impressed by your screaming guitar solo at last night's gig. Your identity is not found in your expression, but rather in Jesus.

Likewise, we don't believe that God cares about the quality of our service for its own sake.

He is far more interested in the "heart motivation" behind what we're offering Him. The quality of that offering is primarily for: 1) the effectiveness of its impact on those around us by enhancing the experience in order to free them to worship the Lord, and 2) by the

transformation that occurs within our own hearts as we give of ourselves in preparing our lamb of sacrifice.

Giving of ourselves carries a cost. David refused to offer God an offering which cost himself nothing, he knew that personal sacrifice contains a greater blessing. Likewise, priests and temple workers who offered blemished sacrifices were under a curse for withholding their best from the Lord.

Team members are expected to be on-site, on time, and prepared for every team rehearsal and service for which they are scheduled. This level of participation enables other musicians and audio/visual techs to jell, as each individual weaves his/her skills into the overall musical and visual texture. It also allows the Holy Spirit time to work in the musician's heart, preparing the musician to accomplish whatever fruit the Lord desires to reap through what is prepared. God treasures praise offered with integrity and purity, and it seems that He often responds proportionately to the level of sacrifice we offer Him of ourselves. For this reason the Worship Director and any designated Music Directors/Worship Leaders are responsible to provide the tools for you ahead of time.

Internally Driven Expression

True worship flows out of a head and heart which is aligned 24-7 with God. Expressions of worship are just that - external responses that result from our interacting internally with God. Without that internal interaction, expressions themselves, even if artful, are meaningless in worship.

We worship musicians, technicians, and artists sometimes forget that giving God the gift of our whole selves as our reasonable sacrifice includes laying onto His altar our most meaningful expressions of worship. We confuse expression with worship. He values the unreserved gift of our heart far greater than the noise we make. It's the heart that actually determines the expression's value, not what we judge as the expression's actual artistic merit. While being on stage allows us to impact others with our gifts, expressing true worship to God requires neither stage nor audience.

Relational-Based Growth

One primary mechanism God designed to nurture, feed and equip individuals is the larger church body, through the vehicle of relationships.

We can't worship corporately in a vacuum. God promises to be present in a special way when we gather as a group to give ourselves to Him. God not only meets our needs through His own presence, but He often meets our needs through the gifts He has placed in others. Rather than being all about our own interaction with God, we also facilitate the interaction of the Church body with God. Then God ministers to us - individually and through the Body.

He also uses conflict in relationships to present us with opportunities for growth - that is, if we're willing to operate with humility and a willingness to explore what He's trying to do in the midst of it.

God-Sized Measuring Stick

We continually try to re-align, redefine, and evaluate "success" along God's purposes and perspective rather than our own. To do this, we incorporate a wide sampling of motivational gift perspectives, including regular communication and debriefing to help evaluate our inadequate perspectives and judgment. We also seek to receive God's reminders that His perspective is always larger, wider, deeper and more encompassing than we can comprehend. Remember, as C.S. Lewis pointed out, "He's not a safe, tame Lion."

Ever experience this in the midst of worship? "Hey, God, things are going great - the worship feels so intense - the team is tight and the people are really into it, You sure must be moving!" But later, when things die down, we're left empty and we realize that God wasn't in the excitement after all. Yet at the time we felt so sure.

Or how about the times that we were left the platform feeling flat. Things were blah. Then someone came up beaming because they had encountered God in a life changing moment. Eternity came down and we missed it.

We're just using the wrong measuring stick. Somehow we have to gauge if we're getting it - following the true Wind. It's not about feelings. It isn't about the size of the crowd. It isn't about the physical rush that comes with being on stage. It isn't about how well we played, how well we followed our plan, or how much the people's expressions and body movement suggest that they were moved. It is partially about faithfully realizing that the Holy Spirit is actively working in each person's life to draw them more fully into interaction with God. How else can we know if we were successful? We're to judge by two things: Scripture and fruit.

So we prepare the best lamb we can offer. We invite the congregation to engage and present our lamb. We debrief and gather others' stories and observations. We acknowledge our areas of needed growth. And we trust that God is doing His work, even if it's unseen or it unfolded in a way we didn't anticipate (because we're not God). We're trying to take His promises at face value, understanding that He accomplishes His goals for the day, and being grateful that He has called us to play a part in gathering His harvest.

Mindfulness, Performance, and Authenticity

SAF*Creative aims to be a mindful expression of God and our relationship to Him and one another. Mindfulness can be thought of as engagement, giving such attention that we *notice, inquire, and ponder*. Mindfulness is achieved by novelty.³ As members of a creative team, we acknowledge we get to be mindful in this expression of faith and worship through

³ Langer, Ellen. 2014. Mindfulness 25th Anniversary Edition. Da Capo Press, Boston, MA.

the most remarkable avenue of novelty: creativity. Therefore we seek to be mindful of our faith, work, commitment, and our impact to our team, congregation, and community.

We 'perform' our talents and skills as one 'performs' a service, or we 'perform' a job in order to operate in our calling. Unlike others who perform creative talents and skills, we do not 'perform' solely to entertain. Instead, we perform our talents and skills in order to communicate our messages of God's worth, who He is, and who we are in Him and as a community with clarity. We do this so that the receiver can hear the messages and begin to seek understanding from God, wrestling with God as Jacob did, engaging Him and accepting change and blessing.

That said, a job well done in leading worship through creativity very well may be entertaining, especially to newcomers to the faith, who have entered into a novel space with God and have no framework of worship but are delighted by the evidence of His creative hand through the worship arts teams. Is there anything more welcoming and delighting than a representation of God in art? No! And isn't 'welcoming and delighting' a perfect definition of what is good entertainment? This is why when people come to our home we "entertain" them. It is why entertainment has a place in the world. We value the gift of being welcomed into a thing, and feeling delighted by it. Art can be entertaining, and through entertainment we can find representations of goodness, laughter, fellowship, and love. Entertainment is valuable, for it breaks down walls of skepticism and burden to lift, to open our hearts and minds. Through entertainment people find avenues to fresh ideas, deep understandings, and one another, be it through a sort of art, an animal doing funny things, or an intriguing cloud.

We seek to have authenticity in our work, which proves credibility to our mission and the ways in which God calls us in the mission. Authenticity is a realness, a value of integrity for a thing, and a measure of honesty. A performance of our talents and skills in worship leading which lacks authenticity is shallow and empty, and ultimately self-serving. SAF*Creative members will lead worship with integrity, which is authenticity, of faith and worship.

Mindfulness, performance, and authenticity are linked together.

We lead worship authentically, demonstrated through the performance of our talents and skills, as a result of our mindfulness to the mission.

Yearly Growth Track

In order to encourage the mental/emotional/spiritual health and growth of each individual, the following is offered as a resource and guidance, which is born from experience and insight into the particular contexts, and stresses, of serving in worship arts. This also includes opportunities for skill and leadership development. This is not required, and there are no evaluations of anyone's participation. For more information, speak with the worship arts director.

To spur growth, choose to do 3 things from this list per year:

1. Volunteer for tech team on a limited rotation.
2. Volunteer for the Welcome Team.
3. Volunteer to be a special events coordinator, such as for LightFest or Inspirit.
4. Do something new on the team, such as leading a song or playing a new instrument.
5. Sign up for mentoring.
6. Start a new personal music project,
7. Visit up to 5, but no less than 3, churches:
 - a. 2 with styles similar to ours
 - b. 1 with a contemporary style very different than ours
 - c. 1 that is a traditional style and a small church
 - d. 1 that is a traditional style and a large church

Reading List:

1. Born for Worship
2. Worship Matters
3. Meeting God
4. The Worship Plot

Do at least one of the following:

1. Attend two sessions of small groups.
2. Lead one session of small groups.

Burn Out

“Burn out” is not always just a problem of the individual.⁴ Distressed organizational patterns, either in structure, culture, or facilitation, are found to be primary mediators of burn out in a majority of cases which do not have complicating factors such as illness, loss, or other circumstantial stress. This means that burn out is often not just “your fault.” Sometimes it can be a mismatch between the person and the organization. Sometimes, an organization is struggling. Sometimes a person can have those complication factors. And finally, sometimes an individual has a deficit of skills that increases tension and burn out.

That said, even when organizations are struggling, your health is a a priority. Here are some quick tips to assess and avoid burn out. Resources are available if requested!

1. Be honest about your availability

Just because you can, doesn't mean you should. And, just because you are wanted, doesn't mean you must accept. Be honest about your actual availability. Availability is not the sum of your scheduled 24 hours. It includes the margin of your willingness, priorities, and preferences.

2. Communication

Communicate professionally rather than personally. This doesn't mean big words or legalese. What this means is that when you communicate, follow this pattern to ensure clarity: A) Tell them what you will tell them, B) Tell them, and then C) Tell them what you told them. Your language can be a casual as you like... but following the pattern increases the chances that your message is being heard.

3. Don't conflate differences, challenges, and conflict.

Differences don't have to be challenges or conflicts, and challenges don't have to be differences or conflict. Conflict usually has both! Take extra time to asses if you are feeling a difference, a challenge, or a conflict. And then lean in.

4. Be honest about your goals and your obstacles

No one is perfectly aligned with any mission... the mission is what helps create a guideline for the group. However, if you find yourself consistent at odds with the general direction, it is important to asses why, including your goals and what things are in the way.

⁴ references available

My Notes

Words I've learned:

Tips I've learned:

Questions I have:

Other:

SAF*Creative Members!

Join us online to keep connected to each other through the week:

[facebook.com/groups/SAFCreative](https://www.facebook.com/groups/SAFCreative)