News of the Son

Trinity Lutheran Church — Columbia, MO



December 2023

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Wednesday December 6:

12:00 pm — Advent Service 7:00 pm — Advent Service

Wednesday December 13:

12:00 pm — Advent Service 7:00 pm — Advent Service

Wednesday December 20:

12:00 pm — Advent Service 7:00 p.m.—Advent Service

Advent & Christmas Services

Sunday December 24th:

8:00 am — Divine Service +Comm.
10:30 am — Divine Service +Comm.
7:00 pm — Christmas Eve Service
11:00 pm — Christmas Eve Service
+Communion

Monday December 25th:

9:00 am — Divine Service +Comm.

Sunday December 31st:

8:00 am — Divine Service +Comm. 10:30 am — Divine Service +Comm. 7:00 pm —Divine Service + Comm.



Seeking His Will
Spreading His Word

Thank You!



The Mary Martha Guild would like to thank you for your support of our fall fundraiser. The nut sales were a success, and we were able to meet our goal. The nuts

were delivered to us from Farmstead Nuts and Treats in Olathe, KS. The proceeds from sales will be used for financial donations to missions selected by Guild members. Thank you all for your orders and many thanks to those who served on the fundraising committee to complete this project successfully. Thanks again!

-Mary Martha Guild

Come and help
decorate the
church for
Advent &
Christmas on
December 11
at 9:30 am!







It's that time of year again! A sign-up sheet to sponsor poinsettias for the Sanctuary is posted on the bulletin board across from the Church Office. The cost is \$16 per plant.

Please write your check to Trinity Lutheran Church with "Altar Guild" in the memo line and place it in the collection box.

The Poinsettias will be delivered on December 16th and volunteers to help set them up would be appreciated!

Sunday School Christmas Program: Sign Ups & Rehearsals

The Board of Christian Ed is looking for Sunday School kids to participate in the Christmas Eve service. The sign up sheet is located on the bulletin board across from the Church Office.

Practice times are as follows:

- Sunday, December 3: during the Sunday School hour
- Sunday, December 10: during the Sunday School hour
- Sunday, December 17: during the Sunday School hour
- Thursday, December 21: dinner (pizza) at 5:15-6 pm, practice from 6-7 pm





feeting Assembly of Voters Meeting + Potluck Lunch

Sunday, December 17, 2023 at 12:00 p.m.



The Life Team invites you to Bingo for Babies on Thursday, December 7th at 5:30 p.m. at Christian Fellowship Church, 5045 Chapel Hill Road. Tickets are \$15 for adults

and \$10 for children. Ages 4 and under are free. Doors open at 5:30 and bingo starts at 6 p.m. Win prizes from local restaurants and businesses. Dinner for sale by 12 Baskets. Order tickets at 573-874-3561 or online @lifenetworkfriends.com.

The Life Team thanks the congregation for all the support we have received throughout 2023. Without your help, we cannot help others stand for life. Life Sunday is coming up on Sunday, January 21st and we ask that you participate by joining Lutherans for Life's Life Week, Sunday, January 14 through Saturday January 20th. Each day will have a new topic and the overall theme is "Just am I am'. You can join a zoom call each night and learn so much about life issues! Watch for more in your weekly church news.

Christmas blessings from the Life Team

Men's Thursday Bible Study



The Thursday morning Men's Bible Study uses Concordia:

The Lutheran Confessions – A Reader's Edition of The Book of Concord (second edition), starting with Luther's Large Catechism. If you have an individual copy of Concordia, bring it along but there should be enough copies for each attendee (church copies). We will use the same format as with The Lutheran Study Bible; i.e., we will read each section together and discuss the doctrine using the Concordia notes.

Please plan on joining us and remember, we start at 7:00 am each Thursday.



Mary Martha Guild

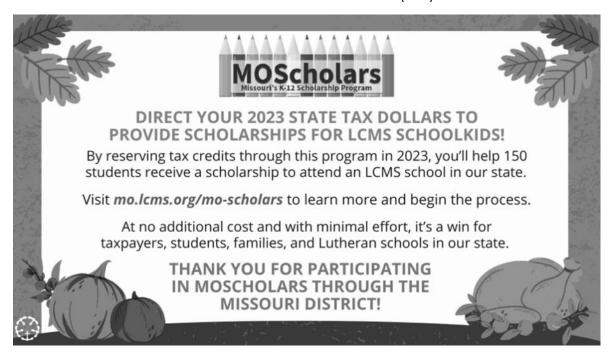
Mary Martha Guild meets on the 2nd Wednesday of each month in the Fellowship

Hall from 9:30-11:30 am. Come at 9 am for coffee! All ladies of Trinity are invited to attend. Join us on 12/8!

Vesper Guild

All women of Trinity are welcome to join our Vesper Guild meeting on Tuesday, December 5 at 5:30 p.m. We start with devotions followed by business discussions.

For more info or questions, please contact Betty Buchheit at (573) 823-2664.







For
God so
loved the
world, that he
gave his only Son,
that whoever believes
in him should not perish
but have eternal life.

John 3:16

COOKIE DECORATING & CHRISTMAS PARTY Sunday, December 17th

TIME: 3:00-5:00pm

PLACE: Youth Room





Christmas blessings in the name of the Christ child, born for us, to die and rise for us,

As we celebrate the <u>birth</u> of our LORD Jesus Christ, we must realize that His birth points us to His death and resurrection in a few short months, but it's

His sacrifice that gives value to every human being for whom He died. The following devotion is from the booklet, *Christ the Life of All the Living,* published by Lutherans For Life.

The Sanctity of Life (John 3:4-8, 16-17) by Rev. A. Daniel Guagenti

"In his great work On the Trinity, Augustine of Hippo wrote of Jesus, "He is believed to have been conceived on the 25th of March, upon which day also He suffered; so the womb of the Virgin, in which He was conceived, where no one of mortals was begotten, corresponds to the new grave in which He was buried, wherein was never man laid, neither before Him nor since."

"Only occasionally does March 25 mark both the Feast of the Annunciation and Good Friday, the day the ancients believed Jesus' life both began and ended. Regardless, scholars question the historical accuracy of this tradition; after all, the Bible does not specify which date Jesus was born or died. What the Bible specifies clearly is the purpose of Jesus' incarnation and death. Jesus came to this world to die for this world. He came to live a life fulfilling the Law so He could offer His life for all who have broken the Law. Augustine's dates may be off, but his point is spot on. The Jesus who hallowed the virgin's womb also hallowed the virgin tomb. This Jesus sanctifies all lives and provides the way out of death.

"So we Christians approach life, our neighbors' lives, and death differently from the world when our faith and love are perfected by knowledge of Christ (Philippians 1:9). Christ Jesus is the life of all the living. He the life of the blessed dead who live in Him." (**The Sanctity of Life**, by Rev. A. Daniel Guagenti; Christ the Life of All the Living; devotion booklet conceived and developed by Rev. Michael Salemink, Executive Director, Lutherans For Life.

Christ's living and dying not only gives value to every human life, but His sojourn in Mary's womb especially gives value to every unborn child. Nine months in advance of our Lord's birth, He first entered our world as a human being. And already ahead of our seeing, meeting Him and celebrating Him at Christmas, He was sanctifying every member of our race with His embryonic body. "Since therefore the children share in flesh and blood, He himself likewise partook of the same things" (Hebrews 2:14). Thanks to the innovations of science and technology, we can actually trace and date our Savior's gestation alongside us and on our behalf.

Celebrate Jesus, Christ the Life of All the Living, and the value He gives to every human life, especially the unborn, this Christmas time and always!

In Him,

Sylvia Glenn

Feel free to call (573-592-7866) for information or concerns about life issues. For those who have had an abortion, there is a **word of hope!** "He heals the brokenhearted and binds up their wounds" (Psalm 147:3). For confidential post-abortion *referral, counsel, and reconciliation* call WORD of HOPE, 888-217-8679, or visit www.word-of-hope.org.

November 14, 2023 Board of Directors (draft meeting minutes)

The meeting was called to order at 6:32 pm.

- 1. **Opening Devotion & Prayer**: Pastor Thieme led the members in singing Stanza 1 of Hymn #786 *Lord of All Good*, page 27 of the Packet.
- II. Attendance: Larry McCoig (President), Warren Harms (Treasurer), Mary Frerking (Secretary), Dan Watts (BOECE), Jacque Eckhoff (Youth), Doug McDowell (Trustees), Gary Frisch (Endowment), Denise Haubein (Stewardship & Finance), James Roberts (Evangelism), Daniel Hakes (BOCE), Annette Kiehne (TLCLC Director), Pastor McCalley & Pastor Thieme.
- III. Approval of the Meeting Agenda: The President asked that the agenda be amended to include: a potential potluck meat for the December 17 AOV meeting, and BOD approval of \$6500 to allow the Trustees to complete the concrete pad for trash receptacles. An update on the Fundraising Committee was also requested. All items would be addressed under Old Business. A motion was made and seconded to approve the amended agenda as noted. The revised agenda was approved without further discussion.
- IV. **Treasurer's Reports**: The Treasurer reviewed the 3 reports included in the BOD packet.

The BOECE explained that some of the TLCLC expenses will be covered by the grant monies, which included, for example, hiring additional personnel for the LC. The LC has also submitted a recruiting grant, but no monies have been received to date. There are also funds set aside for the PPP money available to cover expenses. A motion was made to accept the Treasurer's reports. The motion was seconded and approved without further discussion.

- V. **Approval of the Consent Agenda**: A motion was made to approve the consent agenda. The motion was seconded and approved without further discussion.
 - A. Minutes of October 10, No 2023, regular meeting
 - B. Pastors' Reports:
 - Membership Changes (Information only):
 Transfer In:
 - Cheryl Jackson 10/26/2023 from Faith Lutheran Church in Warsaw, MO.
 - Jordan Lane Jacobs from Zion Lutheran Church in Lincoln, IL

Transfer Out:

 Robin Tipton – 10/9/2023 to St. John's Lutheran Church in Jefferson City, MO.

- Rachel, Wade, Clay, Forrest & Bonnie Firestone – 10/16/2023 to Bethel Lutheran Church in Clearwater, FL.
- C. Financial Secretary's Report
- D. Board Reports:
 - 1. Christian Education: No Report
 - 2. Early Childhood Education: No Report
 - 3. Director of TLCLC: No Report
 - 4. Elders
 - 5. Evangelism
 - 6. Social Ministry: No Report
 - 7. Stewardship and Finance: No Report
 - 8. Trinity Lutheran Church Endowment Fund
 - 9. Trustees
 - 10. Youth
- E. Committee Reports:
 - 1. Executive Committee: No Report

VI. Old Business:

- A. Financial Review Committee The Treasurer presented a motion for approval of Ron Barrett as assistant to the Treasurer. The Treasurer relies on the assistance of Mr. Barrett to handle payroll for the LC and the church. Under the Constitution, any officer can ask another member of the Congregation to assist with their responsibilities. The motion was seconded and approved without further discussion. The AOV will be made aware of Mr. Barrett's assistance to the Treasurer.
- B. Potluck for December 17, 2023, AOV meeting: The President asked members for their thoughts on providing a potluck to congregational members attending the last AOV of the year. After discussion, the President advised he will move forward with offering a potluck at the December AOV.
- C. Trustees made a motion for approval of \$6500 to complete the repair of the area in front of the pad for the trash receptacles in the church parking lot. Trustees reported the area is buckling from the weight of the trash trucks that pick up the trash. It is not certain what the cure time is for the newly laid product. The money will be taken from Non-Routine Maintenance. The motion was seconded and approved without further discussion.

Intermissio: N/A

∨||. **New Business**:

- A. Nominating Committee Information Only: The President reviewed the summary report of the candidates for 2024 and noted two vacancies remain – Church Secretary and Trustees.
- B. Proposed Budget for 2024 Information Only: The Treasurer reviewed the updated proposed budget packet provided to the members. Pastor Thieme discussed adding to the budget for Adopt a Student, one at each of the Seminaries, for a total of \$4000. The BOCE also noted that its VBS budget (Acct 526) should be \$4000. Social Ministry and funeral hospitality should remain the same. Insurance was adjusted for a 6% increase from last year. Beautifying Worship will remain the same. Pastor Thieme will investigate Acct 585 for the District Convention. The President advised the members that Acct 604 was added but would not preclude a Free Will Offering. The Treasurer suggested increasing Fellowship Hour to \$2500.

The TLCLC Director provided the members with a handout of the LC Budget for 2024. It includes a 3% tuition increase that starts in the summer. The 19% increase in salaries is partly an increase in individual salaries and also an increase in the number of staff at the LC, including a third admin person.

The proposed 2024 Budget will be presented to the voters at the November 19, 2023, AOV for their review, and will be voted on at the December 17, 2023, AOV meeting.

C. A request was made for an update on the Fundraising Committee. The President reported there are three members on the Committee, but no chairs.

VIII. Announcements:

- A. The next BOD meeting is scheduled for December 12, 2023, at 6:30 pm. At that meeting, the members will set the schedule of monthly BOD meetings for 2024.
- B. The next regularly scheduled AOV meeting is November 19, 2023, at 12 pm. The AOV meeting will review and discuss the Nomination Committee Slate of 2024 Members and the Proposed Budget for 2024. These items are for information only and no vote will be taken at that meeting.
- IX. **Adjournment**: A motion was made and seconded to adjourn the meeting. The meeting was adjourned at 7:28 p.m.

Closing/Claudendo: Pastor Thieme led the members in singing Stanza's 2 & 3 of Hymn #786.

Respectfully submitted by Mary A Frerking – November 15, 2023.

November 14, 2023 Board of Directors (draft meeting minutes)

The AOV Meeting was called to order at 12:03 pm. A quorum was present.

- I. **Opening Devotion**: Pastor Thieme let the voters in an opening devotion about Elizabeth of Hungary and the members sang the first two stanzas of Hymn # 845, Where Charity and Love Prevail.
- II. Introduction of first-time attendees to the Assembly of Voters: The President noted there are no first-time attendees to an Assembly of Voters Meeting.
- III. **Attendance Roster**: Please review Attendance Roster for a listing of those voters in attendance.
- IV. **Addition of items to the Agenda**: No new items were noted for the agenda.
- V. **Approval of Agenda**: A motion was made and seconded to approve the agenda. The motion was approved without further discussion.
- VI. Approval of the Assembly of Voters minutes: September 24, 2023:
 - A. The Trustees noted a correction to the minutes with respect to the foundation by the playground of the Learning Center. Trustees noted the drop of the foundation is closer to a one inch drop than a three-inch drop.
 - A motion was made and seconded to approve the Minutes as corrected. The Minutes were approved, with the correction, without further discussion.
- VII. **Pastors' report**: There were no questions from the members to either Pastor Thieme or Pastor McCalley regarding their reports in the AOV packet.
- VIII. **Membership Changes**: A motion was made to receive the membership report as noted below. The report was received without further discussion.

A. Transfer In:

- Cheryl Jackson 10/26/2023 from Faith Lutheran Church in Warsaw, MO.
- Jordan Lane Jacobs from Zion Lutheran Church in Lincoln, IL

B. Transfer Out:

- Betty Landers 8/29/2023 to Beautiful Savior Lutheran Church in Lee's Summit, MO.
- Robin Tipton 10/9/2023 to St. John's Lutheran Church in Jefferson City, MO.
- Rachel, Wade, Clay, Forrest & Bonnie Firestone – 10/16/2023 to Bethel Lutheran Church in Clearwater, FL

C. Baptism: None

D. Profession of Faith: None E. Adult Confirmation: None

F. Called to the Church Triumphant: None

- VIX. Financial Secretary's Report: The Financial Secretary reviewed her report for the church through 10/31/2023. No questions were raised by the members in attendance. The Financial Secretary moved to accept the report as submitted. The motion was seconded and approved without further discussion.
- X. **Treasurer's Reports**: The Treasurer reviewed the (3) submitted reports for the members in attendance. A motion was made and seconded to receive the Treasurer's reports. The Treasurer's reports were received without further discussion.
- XI. Board Reports since 9/24/2023 AOV Meeting: See Agenda & Packet for available board reports.

The President asked the BOECE about the status of the Infant/Toddler room. It is reported that the XIV: Announcements. room is complete (4 for the Infant/Toddler Room), and the half doors have been installed in the Learning Center as well.

Trustees further reported on the status of the foundation at the Learning Center. Trustees were told to run a soaker hose for an hour twice a day to saturate the soil to raise the foundation. A report will be prepared for the Trustees about that method of raising the foundation. Trustees had also hoped to pour concrete pad by the dumpsters last week to handle the weight of the trash trucks that pick up trash. As of today, the price is \$4830, so the project is scheduled for tomorrow, Monday, November 10, 2023.

XII. Old Business:

A. For information only: The appointment of a congregational member to assist the Treasurer with the church and TLCLC payroll. The BOD has approved this assistance (by Ron Barrett) to the Treasurer.

XIII. New Business:

A. Nominating Committee Slate of Candidates of Board Members – For Information Only: The

- chair of the committee reviewed the report as attached to the Packet.
- B. Proposed 2024 Budget for TLC and TLCLC -For Information Only: The Treasurer reviewed the Proposed 2024 Budget for the members in attendance. The orange column on the left is the proposed budget for 2024, and the orange column on the right is the source for those numbers. A question was raised about balanced budget numbers on page 25. If there is a line with no number, the current year's numbers are maintained for that line item for the upcoming year.

For the Learning Center, some of the grants are approved but no money has been received. The chair of the BOECE answered questions posed by the members in attendance. Some of the grant monies concern workers' salaries. TLCLC has a longrange plan to address those costs when and if those monies are no longer available. Page 30 has the TLCLC Proposed Budget for 2024.

The Treasurer reviewed his hand-written notes on page 29 of the Proposed budget. he \$58,320 deficit for the Learning Center will be covered by the grant money which is reimbursed to the Learning Center after the expenses/salaries are paid to the TLCLC employees.

- 1. The next BOD Meeting will be on December 12, 2023, at 6:30 pm.
- The next regularly scheduled AOV meeting will be on December 17, 2023, at 12:00 pm. A potluck will be served to members in attendance. There will be a sign-up sheet for members in the hall outside of the church office.
- XV. Adjournment: The meeting was adjourned at 12:50 pm.
- XVI. Closing Devotion & Prayer: The members sang stanzas 3-6 of Hymn #845.

Respectfully submitted by Mary A Frerking November 19, 2023.

2023 Trinity Lutheran Church Officers and Board Members

President

Larry McCoig

Secretary

Mary Frerking

Treasurer

Warren Harms

Financial Secretary

Pat Hansen

Board of Christian Ed.

Daniel Hakes Connie Coil Sarah Thieme

Board of Early Childhood Ed.

Dan Watts Justin Ferris Rachael Marler Terri Shank Kylie Sterling

Board of Elders

David Attebery Benjamin Asbeck Ron Barrett Jim Cherrington John Frerking Carey Smith

Board of Evangelism

Dianne Mirtz Patti Haubein James Roberts

Board of Social Ministry

Larry Samuel Emily Derendinger Travis Vellema

Board of Stewardship and Finance

Jensen Duenckel Keith Davis Kathy Ferguson Dennis Haubein Richard Mangold Karen Niederjohn

Board of TLC Endowment Fund

Gary Frisch Norm Gephardt Rob Hall

Board of Trustees

Doug McDowell Kevin Hughes Gary Kespohl

Board of Youth

Jacque Eckhoff Chris Bailey Lisa Mefrakis

Upcoming meetings & deadlines:

- Board of Directors reports & agenda items are due by the end of the day on Friday, December 8, 2023.
- The Board of Directors will meet Tuesday, December 12, 2023 at 6:30 p.m. in the Fellowship Hall.
- The next Assembly of Voters meeting will be held on Sunday, December 17, 2023.

Brothers and Sisters of Trinity Lutheran Church,

A committee of Buck Katt (Chair), Eldrid (Pete) Easterhaus (member), and Andrew Saeger (member) were appointed to review Trinity Lutheran Church By-Laws. This review was prompted by a request of the Board of Trinity Lutheran Church Endowment Fund to update the boards By-Laws. In addition, all Church boards were given the opportunity to review and suggest updates to Trinity Lutheran Church By-Laws. Those suggesting changes are the Board of Endowment Fund, the Board of Christian Education, and the Board of Youth.

All recommended changes to the By-Laws have been reviewed by the Board of Directors and require a final vote of the Assembly of Voter's. The suggestions will be presented at the December 17, 2023 Assembly of Voters. For your convenience we have placed copies of the suggested changes in the narthex and copies are available in the office. Your opportunity to ask questions and discuss the suggested changes will take place on the following dates and times:

- November 21st 6:30 pm Middle School Classroom
- November 30th 9:00 am Fellowship Hall
- November 30th 6:30 pm Fellowship Hall
- December 4th 10:15 am Fellowship Hall



Birthdays & Anniversaries

1	15
Kyle Dickes	Allie Kruse
Larry Samuel	16
2	Jon Rakers
Brianna Chiu	17
Anthony Davis	Josephine Jacobs
Kristin Gerike	Chuck Murphy
Stan Wise	18
3	Jenna Rakers
JR Littell	19
4	Jason Starbuck
Norma Keil	20
5	Erika Berry
Matt Gibson	Emelia Mangold
Andy Mott	Chyerl Varvil
7	21
Annette Kiehne	Lillian Fei
Hannah Watts	Cole Starbuck
8	22
Ainsley Thoroughman	Elke Beltz
9	23
Julie Calfee	Becky Mott
Sylvia Glenn	28
Kevin Kiehne	Donna Elliott
George Rattelmuller	Chloe Gibson
10	Herbert Griggs
Shelly Gibson	Noah Mefrakis
Jan Lang	29
Deborah Sherwood	Michelle Ewens
11	Jackson Gooch
Laura Grise	30
Lynne Scharlott	Jon Berendzen
Diane Smith	31

Ruth Stone

Colin Weber

Marilyn Wise

13

Avery Linneman

Barbara Sanchez

Glen & Elke Beltz	December 2, 2006
Rex & Lou Pasley	December 4, 1988
Carl & Barbara Christopher	December 7, 1984
Patrick & Gabriella McCord	December 10, 1995
Ron & Barbara Barrett	December 16, 1977
Phil & Sylvia Glenn	December 19, 1970
Bill & Tobi McCool	December 21, 1981
Cevin & Lori Burns	December 21, 2018
Don & Susan Malson	December 22, 1974
Rob & Melba Hall	December 24, 1990
Norburt & Marian Pierson	December 28, 2008
Oon & Lynne Scharlott	December 30, 1972





December 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
8a Divine Serv 930a Sun. School 1030 Divine Serv	9a Bible Study 115p GLAT 6p Divine Serv	28 530p Pickleball 530p Bd of Trustees 530p Sound Words	29 9a LC Chapel	7a Men's Bible Study 9a LC Chapel 530p Pickleball 7p Grief Share	1 Pastors' Day Off	2
Advent I 8a Divine Serv 930a Sun. School 1030 Divine Serv 530Men's Chorus 6p Choir 6p JCC 6p LLL Fellowship	9a Bible Study 1015a Bylaws Review Mtg 6p Divine Serv	530p Pickleball 530p BoECE 530p Vesper Guild 6p Stephen Min. 630 BoCE	9a LC Chapel 12p Midweek Advent 530p Advent Supper 7p Midweek Advent	7 7a Men's Bible Study 9a LC Chapel 11a Comm. @ Lenoir 530p Sound Words 530p Pickleball 7p Grief Share	8 Pastors' Day Off	9
Advent II 8a Divine Serv 930a Sun. School 1030 Divine Serv 5p Handbells 6p JCC	9a Bible Study 930a Church Decorating 115p GLAT 6p Divine Serv	530p Pickleball 515p Sound Words 630p BOD	9a LC Chapel 930 Mary Martha 12p Midweek Advent 7p Midweek Advent	7a Men's Bible Study 9a TLCLC Christmas Program 530p Pickleball 530p Life Team	9a TLCLC Christmas Program	16
Advent III 8a Divine 930a Sun. School 1030 Divine Serv 12p AOV 3p Youth Xmas Party 530Men's Chorus 6p Choir 6p JCC	9a Bible Study 115p GLAT 6p Divine Serv	19 530p Pickleball 530p Sound Words	9a LC Chapel 12p Midweek Advent 7p Midweek Advent	7a Men's Bible Study 11a Bible Study @ Lenoir 530p Pickleball 6p Bd of Evang 7p Bd of Elders	22 Pastors' Day Off	23
Advent IV 8a Divine Serv 930a Sun. School 1030 Divine Serv Christmas Eve 7p Christmas Eve	25 Christmas 9a Christmas	26	27	28 7a Men's Bible Study	29	30
31 New Year's Eve 8a Divine Serv 930a Sun. School 1030 Divine Serv 7p New Year's Eve Service	New Year's Day	530p Pickleball	9a LC Chapel	7a Men's Bible Study 9a LC Chapel 530p Pickleball	Pastors' Day Off Pastors' Day Off	6

Trinity Lutheran Church 2201 Rollins Road Columbia, MO 65203-1433 NON-PROFIT ORG U.S.POSTAGE PAID COLUMBIA, MO PERMIT NO. 184



Divine Service:

Sunday 8:00 a.m. & 10:30 a.m. Monday 6:00 p.m.

Bible Study & Sunday School:

Sunday 9:15 a.m.

Phone: 573-445-2112 Fax: 573-445-4078

Email: church@trinity-lcms.org Website: trinity-lcms.org Facebook: trinitylutherancomo

Youtube: TrinityCoMo