



Quality of Life, Work, Society

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Oasis House
2025 Strategic Business Plan

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Changing the trajectory of the future by creating consensus on vision and strategy.

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I. Overview:

Oasis House in Dayton, Ohio is currently celebrating the 16-year anniversary of its mission to support women who are victims of the sex industry. The current Mission of Oasis House is:

Oasis House serves approximately 150 women per week in their various services to support women victims. These services include:

Access to Clinical Services, including referrals for males
Music Therapy
Mentoring Support
Street Outreach
Women's Liaison (Dayton Police & Mont. Co. Sherriff's Dept.)
Women of the Roundtable: 4 programs
Women in Scripture, a refecton of great women of the bible
The Ultimate Source, a personal development plan
Women of Wonder (WOW) a recovery support group
Anger Management, uniquely designed for women

Oasis House has a budget of approximately \$186,000 per year, largely through the support of individual donors. It has received grants from the courts, as well as Catholic organizations, including the Catholic Social Justice Ministry and the Mother Brunner Fund.

Oasis House is led by a team of five staff persons, including an Executive Director, as well as an active Board of Directors and a number of volunteers who lead the outreach efforts to women.

Oasis House operates a safe house for a limited number of women. In addition, they are well connected to the Women's Hotline of the Artemis Center and the YWCA Dayton.

Oasis House seeks to grow its capacity for services to women, and especially integrate its services with other partners to respond to the emerging therapeutic docket of the court system in Montgomery County.

The County, working with a number of partners, is strengthening its capacity to reach out to women who are human trafficking victims and who also suffer from other diseases, such as alcohol or drug addiction. The courts are currently examining sentencing and service structures which assist women to become sober and to redirect their lives. The Montgomery County court is studying models from other cities, including Columbus, Ohio and Memphis, Tennessee.

Oasis House seeks to position its services as a potential leader in the community with other partner organizations to serve these women in need. Strategic Leadership Associates (hereinafter known as SLA) is assisting Oasis House in developing its strategic plan for the future and build its capacity to serve these women and work with other key strategic partners.

II. Vision and Mission:

Vision

To free our sisters from exploitation and human trafficking to live a life of inner beauty and hope.

Proposed Mission

To offer hope and support to women victims of sexual exploitation and trauma by promoting healing, restoration, and empowerment through Christ's unconditional love, teaching practical life skills, and mentoring in a transformation process.

III. Strategic Goals:

The following strategic goals for Oasis House constitute the “one-page” 2025 strategic plan for the next five years. Each goal will be supported by a set of strategic objectives and initiatives and performance indicators, as well as action plans which will follow.

**Strategic Goal A –
Implement a Systemic
Crisis Outreach Model**

Implement a systemic crisis outreach model of trauma informed care rooted in empathy, hope, purpose, and order with measurable outcomes.

**Strategic Goal B –
Facilitate Housing
Options for Women
which Reinforces Self-
Sufficiency**

Facilitate transitional housing options for women with community partners and services which reinforces self-sufficiency for women victims of sexual exploitation.

**Strategic Goal C –
Build our Volunteer
Capacity to Address
Gaps in Need for the
Wholistic Care of
Women Victims**

Work with our partners to build our volunteer capacity to address gaps in need for the wholistic care of women victims, especially women’s health.

**Strategic Goal D –
Build Community
Awareness and
Understanding of
Sexual Exploitation
and its Social Impact**

Build community awareness and understanding of sexual exploitation and its social impact through education, social media, and leadership development.

IV. Strategic Objectives and Initiatives:

The following strategic objectives and initiatives represent major priorities to be accomplished by Oasis House over the next five years. These objectives and initiatives will be further defined in strategic action plans, including timetables and responsibilities for each of the major priorities outlined below. (Objectives do not appear in any priority order.)

Strategic Goal A – Implement a Systemic Crisis Outreach Model

- 1. Participate in a women’s hotline with partner organizations to identify women victims of sexual exploitation.**
- 2. Refine and build our referral system from the courts, law enforcement, churches, mental health, prisons, community services, and social media.**
- 3. Fully develop our crisis intervention response model.**
- 4. Refer women victims of sexual exploitation to mental health and recovery services.**
- 5. Secure public funding to build our crisis outreach capacity.**
- 6. Leverage the strength of partner organizations to provide wholistic support for women victims and identify gaps in their cases.**
- 7. Become a center of recovery programs for women in drug, alcohol, and sexual addictions.**
- 8. Create volunteer work opportunities for our women working with the Life Enrichment Center.**

Strategic Goal B – Facilitate Housing Options for Women which Reinforces Self-Sufficiency

1. **Build a crisis housing model working with other housing and recovery partners for the crisis phase of recovery of women.**
2. **Explore the potential for providing transitional housing for later phases of recovery.**
3. **Build a coalition of churches committed to our housing strategy.**
4. **Benchmark models of transitional housing for women in other communities.**
5. **Create the internal staffing capacity and funding model for a transitional housing program.**

Strategic Goal C – Build our Volunteer Capacity to Address Gaps in Need for the Wholistic Care of Women Victims

1. **Develop a skill-based volunteer model for needed areas of outreach and service.**
2. **Maintain a volunteer management program.**
3. **Continuously improve the “volunteer experience” model for groups with service, education, and community development as part of the process.**
4. **Continuously engage churches, corporations, and community groups in volunteer projects.**

**Strategic Goal D – Build
Community Awareness and
Understanding of Sexual
Exploitation and its Social
Impact**

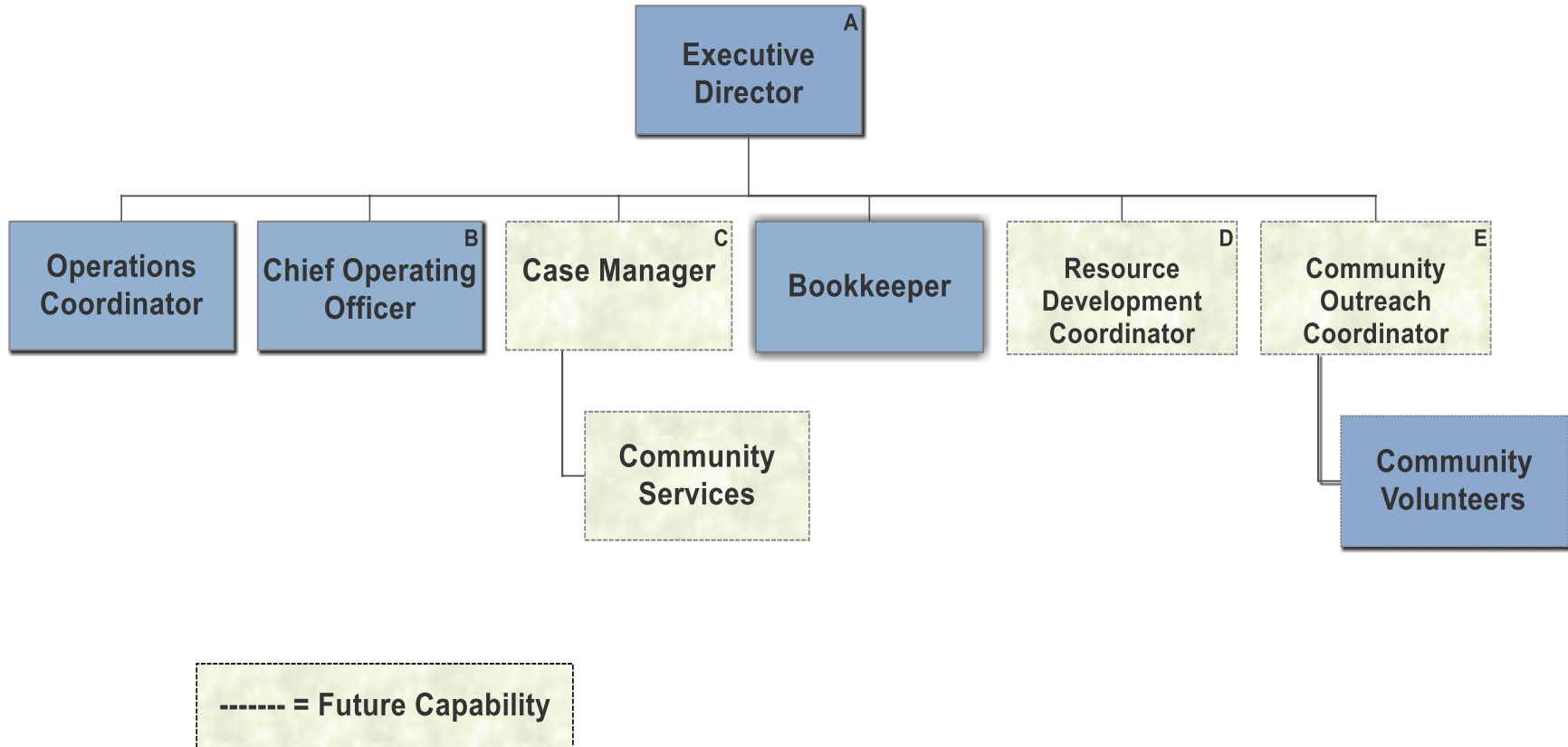
1. Increase the potential for corporate and community fundraising programs for Oasis House.
2. Increase the educational outreach to men’s groups and clubs.
3. Expand educational outreach to churches.
4. Build a community education committee of the Board.
5. Explore a corporate sponsorship program.
6. Offer training to law enforcement and social services.
7. Build links with university-based student service-learning projects.
8. Develop our model for volunteer management.

V. Five-Year Performance Measures:

The following five-year performance measures represent the metrics of success to evaluate the progress of Oasis House over the next five years as a result of the strategic business plan. These measures represent the recommended points of accountability to track plan accomplishments in the annual review and update.

- 1. At least 30 women annually with formal and sustained commitment to recovery and regular program participation. (Goal A)**
- 2. Post COVID, at least 75 unduplicated initial contacts per week with women victims of sexual exploitation. (Goal A)**
- 3. On average at least 12 women referrals to crisis housing on an ongoing basis. (Goal B)**
- 4. On average 20 women survivors in transitional housing programs on an ongoing basis. (Goal B)**
- 5. 5 women survivors per year transitioned to supportive living and out of crisis by the Year 2024.**
- 6. Post COVID, at least 200 individual volunteers involved in our ministry annually. (Goal C)**
- 7. Post COVID, at least 50 groups, churches, and organizations involved in volunteer service annually. (Goal C)**
- 8. Post COVID, at least 150 presentations per year reaching 2,000 people educating them on sexual exploitation. (Goal D)**
- 9. Annual average fundraising of \$250K per year by the Year 2025.**

VI. Staff Leadership Model:



A) Executive Director

- Administration
- Community Education
- Fundraising
- Finance
- Client Education
- Volunteer Training

B) Chief Operating Officer

- Victim Outreach
- Court Support
- Client Program Administration
- Case Management (Current)
- Volunteer Recruitment and Development
- Transportation
- Social Media
- Government Relations
- Partner Management

C) Case Manager

- Individual Case Assessment
- Recovery Plans
- Housing Programs
- Partner Coordination
- Clinical Supervision

D) Resource Development Coordinator

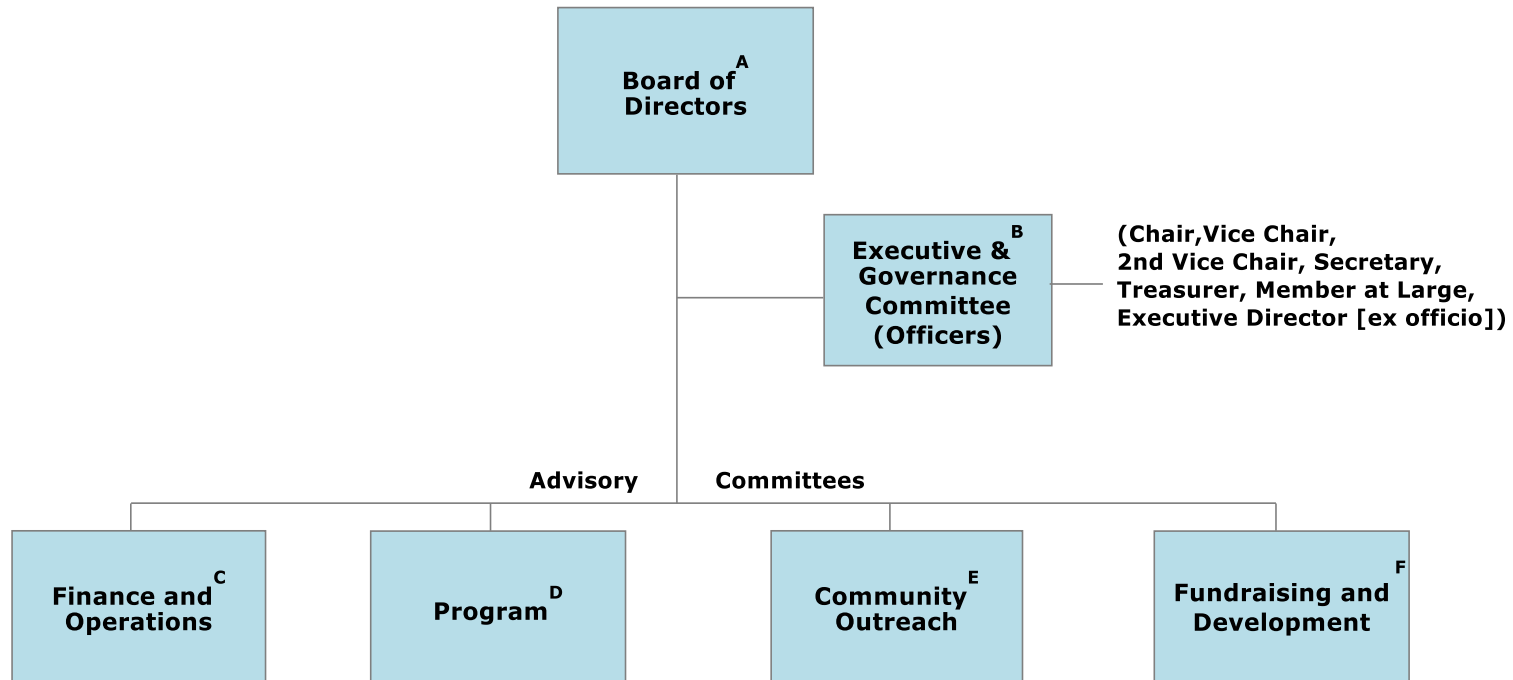
- Individual Donors
- Corporate Donors
- Foundation Support
- Grant Development
- Events
- Sponsorships

E) Community Outreach Coordinator

- Individual Volunteers
- Corporate Volunteers
- Church Volunteers
- Training
- Placement
- Evaluation
- Recruitment

VII. Board and Committee Structure:

A) Proposed Governance Structure



1. Executive Director serves as an ex-officio, non-voting Board member and a member of the Executive Committee.
2. Directors are non-compensated volunteers which excludes paid staff as voting members.
3. Committees are chaired by Board members, but are populated by non-Board members as well with the exception of the Executive Committee.

Board and Committee Major Responsibilities

A) Board of Directors

- Approve annual budget
- Approve and monitor strategic plan
- Hire and evaluate Executive Director
- Review annual audit results
- Develop all policies
- Approve contracts over \$5,000
- Appoint all committee members
- Approve fundraising plan
- Approve marketing plan

B) Executive & Governance Committee

- Meet in alternate months of the Board
- Act on behalf of Board in lieu of meetings
- Serve as hiring and evaluation agent for Executive Director
- Provide legal co-signer as needed
- Develop Board agenda for meetings
- Facilitate work of the Board
- Recruit and develop Board members
- Monitor diversity of the Board
- Research and lead annual Board evaluation
- Recommend by-law revisions
- Monitor Board conflict of interests
- Manage Board nomination process

C) Finance and Operations Committee

- Review monthly financial reports
- Review audit recommendations
- Recommend audit firms
- Recommend financial policy
- Report to Board on financial matters
- Assist in evaluating Accounting Manager
- Recommend loan programs
- Review grant reports
- Facilities oversight and review
- Technology oversight
- Housing and facilities

D) Program Committee

- Recommend proposed new programs to the Board
- Evaluate program area performance based on metrics
- Evaluate community, client, and market data
- Review overall program portfolio
- Recommend new program partners
- Housing programs
- Clinical partners and services
- Court relations

E) Community Outreach Committee

- Approve annual marketing plan
- Community education
- Speakers Bureau
- Source media opportunities
- Review and assist in volunteer development strategy
- Assist in volunteer recruitment
- Assist in volunteer and donor recognition

F) Fundraising and Development Committee

- Develop fundraising plan for annual campaign
- Develop and review capital fundraising plans
- Create access to individual donors
- Assist in donor visits
- Grants program
- Event planning
- Sponsorship programs

VIII. Two-Year Action Plans: (2021-2022)

Strategic Goal A – Implement a Systemic Crisis Outreach Model

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Continue to support the local Human Trafficking Hotline via Montgomery County Sheriff's Office and the National Human Trafficking Hotline	January 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director Chief Operations Officer COO 	A/1
2. Enhance our unique trauma-informed care response model for sexual exploitation/trafficking	January 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Case Manager 	A/3
3. Engage community partners. Conduct an analysis of survivor unmet needs and explore expedited ways to match the individual with the resources	June 2021	2023	<ul style="list-style-type: none"> • Executive Director • COO • Operations Coordinator 	A/1 A/4 A/6
4. Complete and refine our referral system from community partners i.e. women's recovery programs, sober living, jails, prisons, National Human Trafficking Hotline, Ohio HT Commission on Victim Services, courts, police, other similar HT residential programs	March 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Case Manager 	A/2
5. Explore volunteer & employment opportunities for the women served i.e. Goodwill Easter Seals, Salvation Army, The Job Center, LEC, local businesses, churches	March 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Case Manager 	A/8
6. Hire a certified case manager or licensed social worker to oversee the day-to-day operation of the safe homes, including intakes and other household management requirements	March 2021	2023	<ul style="list-style-type: none"> • Executive Director • Board Chair 	A/5

Strategic Goal B – Facilitate Housing Options for Women which Reinforces Self-Sufficiency

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Maintain a strong linkage to available crisis housing i.e. Her Story, 115, YWCA, Daybreak, National Human Trafficking Hotline	January 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • CCO • Case Manager 	B/1
2. Continue to develop partnerships with organizations that provide temporary housing i.e. Her Story, YWCA, Daybreak, 115, Full Circle: Sober Living	January 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Case Manager 	B/2 B/3 B/5
3. Align with the Ohio Commission on Standards of Service for Best Practices of Trafficked Persons to help secure local, state, federal funding	June 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Program Manager • Operations Coordinator 	B/5
4. Continue to build a coalition of similar programs i.e. Thistle Farms, Safe Harbor, churches, and religious organizations to support our safe housing strategy	January 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Board Members 	B/3 B/4
5. Develop a long-term trauma recovery housing strategy with community partners	January 2023	December 2026	<ul style="list-style-type: none"> • Board • Executive Director 	B/1-B/5

Strategic Goal C – Build our Volunteer Capacity to Address Gaps in Need for the Wholistic Care of Women Victims

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Continue to pursue multifaceted volunteers, provide consistent trauma-informed-care training/support i.e. ADAMAS Board, Tribe Time, Orientation, Sex Trafficking 101, and Human Trafficking Essentials	January 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • CCO • Board Members • Volunteers 	B/1 B/2
2. Expand the volunteer profile to include time, talent, treasure, and maintain a data system that secures privacy for all acquired personal information Volunteer Roles/Duties: <ul style="list-style-type: none"> • Mentors/Chaperones • Skill Builders • Help with Information Technology • Fundraisers/Event Planners • Drivers • Grant Researchers • Public Speakers • Board and Committee Leadership • Etc. 	March 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Case Manager • Operations Coordinator • Board Members 	B/1
3. Enhance a volunteer recruitment strategy based on our profile of needed roles, utilizing volunteer mission days when possible	March 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Case Manager • Operations Coordinator 	B/1 B/4

Strategic Goal D – Build Community Awareness and Understanding of Sexual Exploitations and its Social Impact

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Staff a credentialed fundraising expert to develop, and lead a committee comprised of experienced, creative, and adventurous volunteers	January 2021	2023	<ul style="list-style-type: none"> • Board Chair • Board Members 	D/1
2. Expand the potential for community funders i.e. city/county commissions, local councils, priority boards, religious, medical, and foundations	March 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Board Members 	D/1
3. Explore progressive women’s groups i.e. “100 Women”, WIBN, League of Women Voters, clubs, charities, associations, and foundations	March 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • Community Outreach Committee 	D/1 D/5
4. Increase educational outreach to men’s groups, clubs, associations i.e. Miami Valley Leadership, Knights of Columbus, Chi Alpha & Bethel Christian Ministries	June 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Board 	D/2 D/3 D/4
5. Continue to enlist university students for internships or volunteer roles through academic learning programs	January 2021	2023 and ongoing	<ul style="list-style-type: none"> • Executive Director • COO • Program Manager • Operations Coordinator 	D/7

IX. Five-Year Financial Forecast: (TBD)

APPENDIX A

Oasis House 2020 Strategic Business Plan Core Capability and SWOT Assessment March 25, 2015

Oasis House assembled a Strategic Planning Team which met on March 25, 2015 to develop their Core Capability and SWOT Assessment as part of their strategic business plan. The following Core Capability and SWOT Assessment reflects the views of planning team members. Participants identified the following strengths and weaknesses.

Current Strengths	Current Weaknesses/Limitations
<ul style="list-style-type: none"> • Relationship building with clients/case management. • Specialized niche for women who are victims of sexual exploitation. • Safe haven for women. • Formula or pathway that can work to rescue women. • Strong presentations of our capabilities. • Positive reputation with women in need, as well as with corporations and businesses. • Empathy for women we serve. • Fearlessness of seeing the gap with the authenticity to respond. • Deep commitment to women which transcends judgment. • Character of individuals who work for Oasis. • Help women to see a hope and future and see themselves as something else. • Ministry is God-breathed and God-based. • See approximately 300 women per week. • Consistent program offerings. • Connection to court judges and dockets. • Great volunteer base of 80 to 95 volunteers. • Commitment to see clients where they are in jails and clubs. • Strong relationship with law enforcement. • Connected to the local media. • Access to clinical resources at WSU and other practitioners. 	<ul style="list-style-type: none"> • Resource development of people and funds. • Many, many more mentors needed. • Increased capacity needed to tell our story. • Stronger connections to churches and the community are needed. • Multiple roles of staff; stretched thin. • Friday and weekend closings. • Reimagining our infrastructure and service model around the needs of women. • For our clients evenings are when hope is lost, when our resources are less available. • Building a structure of significance and success. • Potential to provide more sympathy than empathy. • Need for clearer transition path toward independent living. • Potential to have our own clinical team or at least clinical leadership. • Potential reaction of clients, partners, and the community to our faith-based and explicit Christian identity. • Limitation to serve only women over age 18. • Prominence of a clear recovery model for women.

The Oasis House Strategic Planning Team identified the following stakeholders, their requirements or expectations, and the value proposition provided to these individual stakeholder groups.

Stakeholder	Requirements/Expectations	Value Proposition
Women We Serve	<ul style="list-style-type: none"> • Community change • Safe housing • Detox/recovery 	<ul style="list-style-type: none"> • A place of hope and trust
City and County Government Decision-makers, the Courts, and Law Enforcement	<ul style="list-style-type: none"> • Success stories • Substantial gender specific programs • Recovery programs for women • Place to bring women • Better community outcome 	<ul style="list-style-type: none"> • Evidence-based programs and certifications
Local Businesses	<ul style="list-style-type: none"> • Skill-based volunteers • Professionalism • Transparency of brand • Pathways for their involvement • Logic models for service delivery • Relationship with Director 	<ul style="list-style-type: none"> • Way to be involved and work with a special population and receive a life transforming experience
Potential Partner Organizations	<ul style="list-style-type: none"> • Knowledge of capabilities • Common strategy and story for women's issues • Greater access to funds together 	<ul style="list-style-type: none"> • Key positive partner for women's advocacy and health
Women of Influence	<ul style="list-style-type: none"> • Approach them as women who have economic and social empowerment • Real personalization of the appeal and the women we serve as people and one of them 	<ul style="list-style-type: none"> • Rescuing and educating women who could be your daughter

Stakeholder	Requirements/Expectations	Value Proposition
<p>Donors and Funders</p>	<ul style="list-style-type: none"> • Evidence-based results • Solutions to a community problem • Changing and saving lives • Success stories • Community impact 	<ul style="list-style-type: none"> • Solutions for a better community which is scalable and replicable
<p>Volunteers</p>	<ul style="list-style-type: none"> • Treatment as a donor • Opportunity to make a difference • Feeling part of a transformative process • Community impact • Success stories tied to their involvement. 	<ul style="list-style-type: none"> • Strong volunteer coordination and professional management
<p>Men of Influence</p>	<ul style="list-style-type: none"> • Concise story of mission and impact • Clear pathways to success • Successful outcomes • Education on social impact of predatory behavior 	<ul style="list-style-type: none"> • Favorable impact on their feelings and perceptions

As part of the Core Capability and SWOT Assessment, members of the Strategic Planning Team also evaluated threats or challenges to the future viability and effectiveness of Oasis House. The following external challenges were identified and prioritized.

Threats or Challenges to Future Viability and Effectiveness (External)	Level of Significance (H-M-L)
1. Development of social media promotion of human trafficking.	H
2. Not delivering well on our service with clear outcomes and evidence-based practices.	H
3. Community's inability to articulate and understand human trafficking's impact for our society in the victimization and objectification of women.	H
4. Failure to focus on the enabling behaviors which promote the problem.	H
5. Poor relationship with government stakeholders and partners.	H
6. Social expectations that trafficking is a problem for the government to solve.	M
7. Dwindling resources or resources refocused on next hot topic.	M
8. Self-promotion of people and groups under the umbrella of our mission.	M

Also as part of the Core Capability and SWOT Assessment, members of the Strategic Planning Team identified emerging opportunities to focus the strategic plan driving concepts of Oasis House. The following emerging opportunities were identified and prioritized.

Emerging Opportunities to Focus Strategic Plan (Driving Concepts)	Level of Significance (H-M-L)
1. Systemic outreach model for women rooted in trauma informed care with empathy, hope, order, and purpose with measurable impacts.	H
2. Defined housing model for services in transitional and independent living with services.	H
3. Strong model for financial sustainability.	H
4. Strong link to recovery services and mental health model to address addictions.	H
5. Leveraging the strength of partner organizations for wholistic support for women.	H
6. Community education and public awareness of health social norms, especially including social media.	H

APPENDIX B Oasis House Recovery Model

Outreach	Club	Street	Jails	Referrals								
	Introduce Oasis House Build relationships Provide food Pray Assessment - Get to know your form Listen Referrals Love Offer hope hugs Intervention	Introduce Oasis House Build relationship provide gift bags Listen Referrals Love Offer hope hugs Intervention	Introduce Oasis House Build relationships provide chocolate Pray Assessment Listen Referrals Love Offer hope hugs Intervention YES Program - 8 weeks to Graduation	Self Judges probation officers (city & county) Polaris Hotline Nova House Churches Dayton Police Jail Chaplain Private Citizens Medical professionals Peer based Teachers								
	Legal Support	Mental Health	Substance Abuse Assessment	Medical	Family	Gov't Support	Housing	Transportation	Education/Skills	Volunteer/Job	Spiritual	
Screen/Crisis Management (0 to 36 hours)	Criminal Defense Immediate legal needs	Sexual assault/trauma Medication Suicide prevention Danger to others	Detox facility (jail or hospital alcohol)	Health care Life threatening Medication Injuries Overdose	Children, are they safe? Support network At Risk	State ID - Women don't exist Birth Certificate	Crisis Housing (Safe House)	Squad Police Advocates			Engage prayer team	
Initial Recovery Plan - (3 days to 6 months)	Criminal Defense Immediate legal needs	Psychiatric Referral Counseling	Residential Rehabilitation	Health care/coverage Health care advocate	Children's Service Advocate	Social benefits	Crisis Housing (Safe House) STOP Housing	Advocates RTA	YES Program Bridges Out of Poverty Mentoring Parenting Spiritual		Prayer team Church	
Transitional Recovery - (3 months to 2 years)	Criminal Defense Legal support	Mental Health Care Counseling	Rehab support	Health benefits Health care advocate	Children's Service Advocate	Financial Aid	STOP Housing Transitional Housing	Advocates RTA	YES Program Bridges Out of Poverty Mentoring Parenting Volunteering/Servant Literacy GED Community College Spiritual	Volunteering Employed Teach YES Program Peer Based Leadership	Church Bible Study	
Supported Independence - (1 to 5 years)	Legal support Certificate to Work Expungement	Mental Health Support Counseling	Rehab support	Health benefits Health care advocate	Family advocate Family restoration Daycare	Drivers License Financial Aid	Subsidized Housing	Advocates RTA Car	Bridges Out of Poverty Mentoring Parenting Literacy GED Community College Tech/Vocational Training Spiritual	Volunteering Employed Teach YES Program Peer Based Leadership Mentoring	Church Bible Study	
Independence - Rehabilitated (2 to 7 years)	Legal support	Mental Health Support Counseling	Rehab support	Health benefits Health care advocate	Family advocate	Financial Aid	Permanent Housing	Advocates RTA Car	Mentoring Parenting Community College Tech/Vocational Training Spiritual	Volunteering Employed Teach YES Program Peer Based Leadership Mentoring	Church Bible Study	