

TEMPLE BETH SHOLOM STRATEGIC PLAN



EXECUTIVE SUMMARY

APPROVED BY TEMPLE BETH SHOLOM
BOARD OF TRUSTEES
MARCH 2016

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INTRODUCTION

This is an exciting time for our Temple Beth Sholom community. Since our inception in 1942, we have worked consistently and collectively to be strong, vibrant and diverse. Now, with more than 1,200 families, we look to a future with challenges, including the transition to a new senior Rabbi when Rabbi Glickstein retires in 2018, after 32 years as our spiritual leader.

This Strategic Plan will both ground us in our values, and guide us into the future. It will assist with the rabbinic search and transition.

In Spring 2014, under the leadership of then president, Marjorie Baron, we embarked on a formal strategic planning process to plan for the next 3-5 years. The recommendations set forth in this report are the culmination of that process.

The Process: The goal was to be inclusive. We engaged many Temple members, clergy, and staff. We also retained the services of Beth Michaels, a seasoned strategic planning consultant, to guide us through the process and facilitate where appropriate.

The initial stage was designed to identify the most significant matters in the hearts and minds of the congregation looking forward. This included:

1. Formation of **Advisory Council** of 120 members representing the diversity of the congregation. Small focus group meetings were held to identify and define the issues that would significantly impact our future.
2. A congregation-wide **Survey**, providing further feedback regarding ways in which the Temple is - and should be - important to our members.
3. Two **Town Hall** meetings open to the TBS community that brought members together to dialog and express their views regarding what our priorities should be.
4. Board of Trustees **Retreat** to consider all of the input, feedback and data from the Advisory Council focus groups, congregational survey and Town Hall meetings. Our Board was charged with identifying the **4 areas** on which to focus in the Strategic Plan.
5. In addition to those four areas, it was recognized that a major initiative will be the senior rabbinic search, as well as development of a communication strategy.

As a result of the above, the four key areas of focus were identified as:

1. Spirituality
2. Education
3. Social Justice
4. Congregational Engagement

A **Task Force** was formed for each of these areas, comprised of congregants, clergy and senior staff. Each Task Force was charged with developing **specific objectives** and **action steps** to be pursued during the coming years – OUR STRATEGIC PLAN.

The result of this nearly two year process is set forth in the Strategic Plan Report presented to the Board for its consideration.

CONCLUSION:

Recognizing that a strategic plan is a living, breathing document, continued monitoring and periodic reporting is important to both ensure that we remain focused on our priorities as the congregation has expressed them, and also provide the Board the opportunity to modify a strategic direction should circumstances in the future warrant doing so.

Therefore, we recommend that a **committee** be established to continually monitor the Temple's programs and services as they relate to the objectives of the Plan. We believe that this committee will be most effective if it reports to the Board of Trustees at least twice a year, and is chaired by a Vice President.

TODAH RABAH: *We thank Temple President, Jack Karson and Past President, Margie Baron, for their outstanding leadership throughout the process. The cooperation between lay members and clergy was extraordinary, and we express our appreciation as well to our clergy for their full participation and support. We are especially grateful to Temple Executive Director, David Lamden, for organizing, leading and participating in every aspect of the process.*

Lastly, we wish to thank the four Strategic Planning Task Forces for their good work, and acknowledge the strong leadership of their co-chair people: Myra Spindel and Stephanie Rosen, who headed the Social Justice Task Force; Marte

Singerman, Lisa Cicero and Jeff Graff, who Chaired Spirituality; Vanessa Ressler and Mike Weinberg who chaired Congregational Engagement; and Rachel Weissman, Julie Basner and Cyndy Albert who chaired Education.

For us, it has been a rewarding and enriching experience, which we hope will result in lasting benefit to our Temple.

Shelley

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Allan

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**CONGREGATIONAL
ENGAGEMENT
TASK FORCE**

Congregational Engagement Task Force

Goal 1: Create and sustain a formalized new member program to encourage our newest congregants to take advantage of all TBS has to offer and best utilize our new member/welcome committee's time and talents.						
Objectives	Lead (Lay and/or Staff)	Collaborating / Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Formalize Mentoring/Ambassador program for new members	Mark Baranek, Elaine Bachenheimer, Anita Grossman	New Member & CE Committee	Evaluate members of CE and New Member Committees to see which affinity groups/programs they represent - grow the group to fill any gaps present. Look for a process by which to include in this work people who aren't necessarily on the CE committee or serving as ambassadors but people who are always/frequently/almost always at services. Bring that core into the loop on the approach/plan for engaging new members so that when they strike up conversations with new members they run into they can help facilitate the process, and record their conversations.	February 29, 2012	1. Definition of all affinity groups we believe exist 2. Tracking system for conversations held with new members	1. That these outcomes exist. 2. An ambassador or layperson is assigned to each new member.
	Mark Baranek, Elaine Bachenheimer, Anita Grossman, Jodie Knofsky	Nerissa, Alice Palombo, Jodie Knofsky	PRIORITY ITEM: Adjust annual commitment/membership form to include affinity groups so people can self-ID and we can better match them to groups and programs.	February 29, 2012	New form	Responses gathered will help create databases for the different affinity groups.
	Mark Baranek, Elaine Bachenheimer, Anita Grossman	New Member & CE Committee	New member list broken up, committee calls with script to gauge interests & invite them to programs. Identify the affinity group(s) that best match the new members' interests and match them with the point people for those various groups/programs.	April 15, 2016 (pre-Pesach)	1. Calls completed. 2. Members matched to various affinity groups/programs.	1. Feedback is gathered from new members. 2. New members begin attending programs.
	Mark Baranek, Elaine Bachenheimer, Anita Grossman		End-of-year evaluation of new member program - adjust for the following year, including possibly moving some of the current new member committee members into other transition point/affinity group areas.	December 1, 2016	Developing the process by which we can evaluate the new member program.	Written evaluation complete.
	Mark Baranek, Elaine Bachenheimer, Anita Grossman		3-5 year plan for developing/deepening relationships with new members as they become "old" members.	Jan 2017 and beyond	TBD	TBD

Congregational Engagement Task Force

Goal 2: Reduce the drop-off of members that we see happening at 2 key transition points: Post B'Nel Mitzvah and Evolving Nesters. After year one, create programming additional affinity groups and tackle additional transition points.						
Objectives	Lead (Lay and/or Staff)	Collaborating / Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Address the needs of Post B'Nel Mitzvah families (parents and children) to keep them connected to Beth Sholom after their simcha and encourage them to retain membership.	Multiple - Education and Congregational Engagement Teams	Rabbi Morrison, Yael Dadoun	Investigate what is already in place to address the needs of this demographic. Interview relevant staff.	Feb 1, 2016	Written summary of current post-b'nei mitzvah strategy.	Existence of this report, never done before.
			Organize: Create a small committee of stakeholders to reach out to this year's and the past few years' families to see what they feel is missing and what would keep them coming back (before we lose them). During the same info gathering exercise, identify any families that have dropped off in the past 2 years and reach out to question them about why they left and how we could have done better (if applicable). Remember that we should be talking to both the kids AND the parents. Might involve creating 2 subcommittees.	1-Mar-16	1. Committee Created. 2. Survey created and administered to parents AND children.	Feedback gathered.
			Populate and Plan: Based on feedback, create a database of these families and their interests determine whether or not we have existing programs to meet their needs or whether we need to create events/programs. If new events need planning, plan. Regardless of plans, make sure we have answered the question "what does success look like?" Use the high holy days possibly to attract, honor, hold additional events/programs. Communicate: Using peer-to-peer calls/emails (through committee) and Temple Communications, communicate/invite families to pertinent events/programs/groups.	1-May-16	1. Programs created to meet needs/wants uncovered in the action above. 2. Communication plan developed and executed.	Program creation and participation.
			Evaluate: At the end of the first year, review dropoff to see if there was any change (this will need to be done every year to see if we spot positive trends. Determine what worked and what didn't, and tweak plan for 2017.	15-Dec-16	Develop written evaluation of program to be done every year.	Existence of evaluation. (In this first year we won't be able to spot trends or measure improvement/regression.)
Strategize ways to help Evolving Nesters feel connected to our community (their former experience was as part of a family, and now their kids are out of the house) so that they remain members, and remain active.	Mark Baranek, Sandra Breiterman, Andrea Kirsch, possibly Jodie Knofsky	CE Committee, TBD	Scan membership list as a group to identify members that fall into this category and create a group in Chavawareware or other SW/CRM. COMPLETED.	COMPLETED.	DB Created to use for growing the group and promoting events.	1. The ability to send targeted communications to the majority of evolving nesters in our temple. 2. A few other lay people ID'd as potential members of this committee.

Congregational Engagement Task Force

			Organize: With the small committee already in place and help of a few others ID'd in the first step (and regulars that already come to Evolving Nesters programs), brainstorm what drives them to help with this activity. Why do/don't they come to TBS regularly? Create a survey/discussion plan, divide list ID'd above and have committee call each member to find out why they don't come, what would make them feel engaged, what affinity groups they see themselves a part of?	15-Feb-16	1. Template created of the info we are looking to capture. 2. Survey written and administered.	Data gathered.
			Populate and Plan: Based on feedback, create a database of these members and their interests to determine whether or not we have existing programs to meet their needs or whether we need to create events/programs. If new events need planning, plan. Regardless of plans, make sure we have answered the question "what does success look like?" Use the high holy days possibly to attract, honor, hold additional events/programs. Communicate: Using peer-to-peer calls/emails (through committee) and Temple Communications, communicate/invite families to pertinent events/programs/groups.	1-May-16	1. Programs created to meet needs/wants uncovered in the action above. 2. Communication plan developed and executed.	Program creation and participation.
			Evaluate: At the end of the first year, review dropoff to see if there was any change (this will need to be done every year to see if we spot positive trends. Determine what worked and what didn't, and tweak plan for 2017.	15-Dec-16	Develop written evaluation of program to be done every year.	Existence of evaluation. (In this first year we won't be able to spot trends or measure improvement/regression.)
Using the process above for transition points (Organize/Populate/Plan/Communicate/Evaluate), create 3-5 affinity groups (people with shared interests/similar life-stages) and experiment with communicating better with them, directing them to existing programs, and offering new programs for them.	TBD	TBD	TBD	2017 and beyond		

Congregational Engagement Task Force

Goal 3: Critically and continuously evaluate existing pervasive programs (programs that touch congregants multi-generationally), looking for opportunities to strengthen where possible (in terms of attendance, deeper meaning, etc.). Look for intersections with the goals listed above. (We are talking about programs like sisterhood, brotherhood, JDine, etc.)						
Objectives	Lead (Lay and/or Staff)	Collaborating / Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Get a handle on all the pervasive programs we offer.	Mark Baranek, TBD	CE Committee, Stakeholders from other groups tackling goals #1 and #2	Identify all of the different programs we offer, who they are for, who attends, how often we hold them - gather as much info as possible into a spreadsheet. Do an abbreviated SWOT analysis of each program. How do we define a 'successful' program?	Mar 1, 2016	1. Spreadsheet of all of our offerings. 2. Metrics created to help us define success.	Existence of metrics and understanding of what success means here.
			Determine how these programs intersect with goals #1 and #2 above. Connect the dots - how can we do better in terms of planning and communicating these programs, after all that we are learning in goals 1 & 2 above? Evaluate: At the end of the year, circle back with the first activity and check whether or not we were 'successful' by our own definition.	Pre-Pesach, 2016	Written evaluation and suggestions for streamlining programs and communicating to different affinity groups.	That the evaluation exists for the first time.

EDUCATION TASK FORCE

Education Task Force Objectives

Goal: To Improve the Quality of our Education Across all Ages and Stages

Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
To incorporate an educational component across all programming, which includes all classes, meetings, committees and social events within TBS.	Collaboration amongst all present (i.e. clergy, staff, lay leaders, and congregants)	Torah, Jewish literature, Reading materials, and participants mentioned above	D'Var Torah/Reflection; Rituals; Associating Jewish values with the purpose of the gathering; Incorporating a take-away activity for ongoing learning; Create "learning areas" in Welcome Center; Quote of the week (either secular or non-secular)	Ongoing	To create a culture of learning @ TBS; to broaden opportunities for learning; to view learning through a Jewish lens.	Reflections, Dialogue, Surveys, Increased attendance and new lay leadership
To incorporate educational programming assessment for the purpose of growth and development.	Clergy, Staff, Lay leaders, Instructors (adult ed)	Outside agency for the purpose of training and evaluating how to collect and analyze data	Clergy and Staff will identify benchmarks, which should be met for each of their individual programs; then, measurable objectives should be discussed and articulated in writing before each program is instituted; those objectives should be shared with the necessary participants	Varies	Detailed survey (perhaps from outside agency) should be utilized after all adult programs - to determine how, what, who and when to do assessment and evaluations; Quantitative/qualitative data collected	Benchmarks are being met or modified to better serve the goals/objectives of the program. Informal assessment is ongoing and documented; formal assessment is periodic but regular and documented.
To drive congregants of all ages toward opportunities to deepen their Jewish knowledge.	A staff member	Clergy and professional staff as well as lay leaders.	Assigning a point person to fulfill an internal marketing role. In addition, this individual would assist congregants in finding classes/programs in which the congregant would be interested, either at TBS or in the greater Miami area.	Ongoing	A greater number of congregants could articulate which adult programs are offered at TBS. Additionally, a greater number of congregants would participate in our classes/programs.	Greater articulation and participation
To continue exploring the possibility of a TBS Elementary School	Clergy and professional staff as well as lay leaders.		Touring a number of school settings outside of the community to observe various constructivist approaches to learning. Forming a committee to examine the possibilities from an operational, educational, and financial perspective. Collaborating with existing Foundation School families to evaluate the demand for a school.	Present	Whether or not to create a TBS elementary school within our existing campus or at a separate facility.	

SOCIAL JUSTICE TASK FORCE

Social Justice Task Force

Goal 1: Create a robust social justice program at TBS with Direct Service, Education and Awareness, Advocacy and Action						
Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Provide congregants with ongoing opportunities for Direct Service	Rabbi Pomerantz, Social Justice Fellow	SJN	Direct Service Activities	Quarterly	Congregants have a choice of direct services projects	Increase the number of congregants participating in direct service projects throughout the year
Educate and create awareness among congregants about social justice issues	Rabbi Pomerantz, Social Justice Fellow	SJN	Justice Jams, SLJ activities and other opportunities for learning	Ongoing	Members of our congregation will have increased awareness of social justice issues.	Awareness will lead to greater advocacy and action.
Identify advocacy opportunities for our congregants	Rabbi Pomerantz, Social Justice Fellow, w the RAC etc..	SJN	Legislative visits, Letter writing, Petitions, etc.	Ongoing	Increased potential for social change.	Increase congregant advocacy
Create opportunities for congregants to take action on specific issues	Rabbi Pomerantz, Social Justice Fellow, SJN leaders	SJN	Hands on activities to address specific issues	Ongoing	Greater impact on community.	Creation of activities

Social Justice Task Force

Goal 2: Identify and integrate all age groups into the congregation's Social Justice initiatives

Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Include all demographics in the Social Justice Network	Rabbi Pomerantz	SJN Chairpeople	Enlist a representative from each demographic of the congregation to be on the SJN	Yearly	SJN will have every constituency represented thus increasing impact.	Every demographic represented
Amplify Social Justice Youth program	Rabbi Pomerantz, Social Justice Fellow, Yael Dadoun, Margie Zeskind, Rabbi Morrison	Beshty, B'nai Mitzah Program, SLJ, Foundation School, Confirmation, and other youth programming	Incorporate Social Justice Network Initiatives and RAC educational relationship.	Ongoing	Greater awareness of social justice issues among our youth	Students will initiate and participate at greater levels in justice work.
Utilize communication tools to engage uninvolved congregants	Rabbi Pomerantz, Social Justice Fellow, Communications Director	Social Justice Network	E-blasts, SJN brochures, Mitzvah Day booklet, Temple website, Temple newsletter	Ongoing	Communication Director reports	Greater involvement by congregation in Social Justice
Identify and create programming which is appealing and inclusive to all congregants	Rabbi Pomerantz, Social Justice Fellow, Mark Baranek	Social Justice Network	Create a diverse list of projects and ensure that all constituents have a meaningful opportunity. Consult with engagement director regarding opportunities	Yearly	TBS will offer a diverse and inclusive portfolio of justice programming.	Creation of meaningful and engaging projects
Encourage clergy to engage congregants in social justice	Clergy	Social Justice Network	Communicate events, Discuss importance to Jewish values during sermons, Divrei torah and teaching	Ongoing	Report from Clergy	Clergy discussion of social justice in their meetings
Identify leaders	Rabbi Pomerantz, Social Justice Fellow, SJN leaders, Mitzvah Day Chairs	SJN Chairpeople, Justice Jam hosts	Identify leaders through mitzvah day, Identify interested people at Justice Jams, Make a personal appeal through a phone call or email, Identify more hosts for Justice Jams, Use Justice Jams hosts as "recruiters" of congregants for other events	Ongoing	New leaders are identified and cultivated.	Increase social justice leaders

Social Justice Task Force

Goal 3: Identify and strengthen community relationships (partnerships and coalitions)

Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Increase awareness of and involvement in PACT	Social Justice Network Representative, Social Justice Fellow, Rabbi Davis	Nerissa Balland, SJN Chairs	Communicate to congregants the activities of PACT, Increase visibility of PACT, Notify congregants about the meetings about program areas (i.e. affordable housing), Include PACT Rep on SJN	Ongoing	More congregants aware of and involved in PACT	Increased involvement in PACT
Increase community partnerships	Rabbi Pomerantz, Social Justice Fellow	Community Partners, Layleaders, Mitzvah Day Captains, SJN Team, Direct Service Captains	Mitzvah day, Direct Service Projects	Annually	TBS will have a greater impact in the community.	Maintain or increase our community partnerships
Strengthen community coalitions	Rabbi Davis, Rabbi Pomerantz, Social Justice Fellow, PACT Rep	Leaders/Reps of various Organizations	Partner with NCJW, PACT, MART, Bend the Arc, etc.	Ongoing	TBS will have a greater impact in the community.	Stronger coalition connections through liaisons
Collaborate with other synagogues, churches and mosques in fostering inter-religious understanding and collaborate on issues where we stand together (i.e. poverty, homelessness, etc.)	Rabbi Pomerantz, Social Justice Fellow, Rabbi Davis	Leaders/Reps of religious organizations, SJN	Meet with area religious leaders, Communicate with area religious leaders	Ongoing	Strategic alliances will help us to make more of an impact.	Stronger communication and collaboration with area religious leaders
Evaluate community partnerships and coalitions	Rabbi Pomerantz, Social Justice Fellow, PACT Rep	SJN Leaders	Monitor ongoing projects, Compile a list of community partners and their contact person	Annually	Discussion with SJN regarding benefit of partnerships and coalitions	Develop a better understanding of our community partnerships and coalitions
Create ongoing direct service projects with community partners	Rabbi Pomerantz, Social Justice Fellow	Layleaders	Ongoing service projects	Annually	More opportunities for our congregation to make a difference.	Create one direct service project with a community partner

Social Justice Task Force

Goal 4: Actively engage with RAC to help support our goals						
Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Communicate with the congregation what issues the RAC supports	Nerrissa, SJN Fellow, Rabbi Pomerantz, All clergy	SJN Leaders	Emails, Marketing materials, Social media, Liturgical communication	Quarterly	Closer alignment between TBS and RAC	More congregants aware of RAC supported issues
Participate in RAC conferences	Rabbi Pomerantz, Rabbi Morrison, Social Justice Fellow	Justice leaders	Send youth to L'Taken, Send social justice leaders to conferences, Communicate to congregation about opportunities	Annually	Report on number of congregants to the RAC conferences	Increase participants year to year
Communicate with RAC leaders who work in social justice	Rabbi Pomerantz, Social Justice Fellow	Layleaders	Invite RAC speakers, Email for resources & programming	Ongoing	Numbers of speakers and emails throughout the year	Increase speakers and programming

Social Justice Task Force

Goal 5: Develop a process for ongoing assessment of our goals						
Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Assess congregant participation	Rabbi Pomerantz, Social Justice Fellow	Mitzvah Day Chairs, SJN Chairs + JJ Hosts	Record number of participants in Mitzvah day, Record number of participants in Justic Jams, Record number of participants in service projects & other action projects, i.e. SNAP	Yearly	See activity	Sound assessment
Assess awareness	Rabbi Pomerantz, Social Justice Fellow	Mitzvah Day Chairs, SJN Chairs + JJ Hosts	Record outreach opportunities, i.e. SLJ Programming, SJN meetings, Justice Jams, etc.	Yearly	Sound assessment	Sound assessment
Assess action outcomes	Rabbi Pomerantz, Social Justice Fellow	Mitzvah Day Chairs, SJN Chairs + JJ Hosts	Evaluate how many people served, how many agencies served, how much money raised, how many agencies partnered with	Yearly	Sound assessment	Sound assessment
Assess meaning to participants	Rabbi Pomerantz, Social Justice Fellow	Mitzvah Day Chairs + Captains, SJN Chairs + JJ Hosts	Survey meaning to participants of mitzvah day projects, survey people's opinions about Justice Jams and direct service projects online and in person	Yearly & Upon Project Completion	Sound assessment	Sound assessment
Assess effectiveness of involvement in PACT	Rabbi Davis, Social Justice Fellow	Social Justice PACT Representative	Record participation	Yearly	Sound assessment	Sound assessment
Evaluate effectiveness of Mitzvah Day	Rabbi Pomerantz, Social Justice Fellow	Mitzvah Day Chairs, SJN Chairs	Continue to evaluate the viability/ effectiveness of Mitzvah Day and/or ongoing service projects throughout the year	Ongoing	Sound assessment	Sound assessment

**SPIRITUALITY
TASK FORCE**

Spirituality Task Force

Goal 1: To infuse all of TBS' activities with soulfulness by focusing on the variety of journeys spirituality implies to increase one's awareness of the purpose and meaning of life.						
Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Understand and serve an inward journey	President / Clergy / Council Chairs	Council Members	Meditation, mindfulness, yoga, prayer, theology, music	Initial input from Council 9/1/16 then periodic ongoing follow-up	Survey designed by the Council	Feedback from the congregation
Understand and serve an outward journey	President / Clergy / Council Chairs	Council Members	Participation in life cycle events, Shabbat minyan other services, torah study, music based inspiration	Initial input from Council 9/1/16 then periodic ongoing follow-up	Survey designed by the Council	Feedback from the congregation
Understand and serve the outside world	President / Clergy / Council Chairs	Council Members	Tikkun olam projects, Mitzvah Day, connections to nature (i.e. hiking)	Initial input from Council 9/1/16 then periodic ongoing follow-up	Survey designed by the Council	Feedback from the congregation
			Develop ways to assess and measure success of programs	Ongoing	Survey designed by the Council	Feedback from the congregation
			Create feedback loops from Board, Committee and Congregants	Ongoing	Survey designed by the Council	Feedback from the congregation
Goal 2: Enhance the opportunities for spiritual growth and engagement at TBS in a variety of ways that are relevant throughout our diverse membership						
Objectives	Lead (Lay and/or Staff)	Collaborating/Supporting Team Members	Activities	Completion Date	Outcomes/Deliverables	Indicators of Success
Establish a new "Council for the Enhancement of Spirituality"	President / Clergy / Council Chairs	Council Members	A) Create framework for spirituality throughout TBS by implementing committees and groups	5/31/2016	Survey designed by the Council	Feedback from the congregation
			B) Discuss current Spirituality oriented programs	8/31/2016	Survey designed by the Council	Feedback from the congregation
			C) Create feedback loops from Board, Committee and Congregants	Ongoing	Survey designed by the Council	Feedback from the congregation