Through the guiding light of God’s Spirit, Guiding Light Mission partners with individuals to fulfill their God-given potential through rescue, recovery, and re-engagement in community.

We expect re-engagement in community.

GUIDING LIGHT THREE-YEAR STRATEGIC PLAN 2017 - 2019
If any of you lacks wisdom, let him ask God, who gives generously to all without reproach, and it will be given him.

James 1:5 NIV
a message from the board

What an honor to be part of this wonderful ministry at this exciting time. Everyone loves playing for a winning team, with energy and excitement and the thrill of making an impact.

Guiding Light is about change—changing the course of each life to reflect God’s plan for health and happiness and spiritual peace. We are focused on bringing about this positive change in men’s lives and in our world. That is our calling and our passion.

This ministry is showing such growth, unimagined just a few years ago. Iron House, The Job Post, Back to Work and Guiding Light Recovery are yielding rich fruits for our men, the organization, and our community. These are new bridges of opportunity, helping men transition from rescue to recovery and full re-engagement.

We still do what we have always done – share Christ’s love by offering a hand to those at the end of their rope. Now we offer even more – real, sustainable recovery, supported with safe, affordable housing and employment that leads to full social re-engagement and personal restoration. Men are meeting Christ and being saved, changed, transformed.

As the world changes, we must too, applying insight and wisdom, remaining strategically focused and disciplined, yet nimble and responsive to new opportunities and challenges. We share the Good News by showing God’s love in a changing context with excellence. We are a leader in comprehensive rescue, recovery and re-engagement; helping each person realize his God-given potential and dignity while contributing to a healthy community.

This Strategic Plan charts our course for the coming years. It includes our Mission, Vision, Goal Statements and Objectives, Guiding Principles and our Dashboard. As our stakeholder partners, we hope you will look carefully at these vibrant plans to meet our God-given opportunities in the future.

Real change is hard work—whether that is in a life or an organization. It takes a vision and determined commitment; and it takes many hands. Nobody changes alone—that is true for our clients and it is true for an organization. You will see this clearly in this Strategic Plan.

Guiding Light has been graced with many hands, big hearts and a clear vision that the Gospel we believe calls forth the good for every life, to heal every wound, realize every gift, repair every broken part of a person and his family and the community. Thank you for being part of this amazing organization, fulfilling this wonderful mission that impacts lives deeply and permanently, for the Glory of God and the coming of God’s Kingdom.
Guiding Light operates on the same principle as a three-legged stool. Each area of ministry – Rescue, Recovery and Re-engagement – is as important as the other in creating balance in a life that seeks healing and a fresh start in Christ.

**Rescue**

Every night there are up to 110 men at Guiding Light seeking a safe and secure sleeping arrangement. Guiding Light will serve over 1,100 unique individuals this year through the Rescue Program. This includes 27,000 bed nights. While they are at Guiding Light, they will experience safe storage of personal effects, day shelter from extreme weather, Christian fellowship, warm showers, clean sleeping apparel, personal hygiene items, three balanced meals, and use of the computer lab.

**Recovery**

Men who are in the Guiding Light Recovery Program are expected to be active every day in their personal recovery. The four-to-eight month program begins with a 30-day candidacy phase when a candidate becomes familiar with the program expectations and establishes relationships with the staff and other men in the program. He then begins work therapy and is introduced to program classes and study material. All program participants attend recovery meetings and Bible study daily. The candidacy phase is followed by an intense phase of recovery in which the participant experiences one-to-one counseling, team building, and classes which include Rational Thinking, Rebuilding Relationships, Alcoholics Anonymous, Financial Management and Bible Study. Weekly church attendance, meeting with support groups, and working with a mentor all help to strengthen each man’s resolve and underscore his success. Each participant is drug and alcohol free, working toward a lifetime of sobriety and effective service. The third phase is the graduate level when the participant begins to set and work on major life goals such as education, housing, employment skills and employment. He will set spiritual and relationship goals that will prepare him as he transitions back into the community. The final phase of the Recovery Program includes an opportunity to apply for housing at Iron House, a series of apartments that offer sober transitional housing for those completing the residency portion of their recovery. Iron House residents pay rent and must remain employed and sober. They receive support, accountability and encouragement for continuing success through full recovery.

**Re-Engagement**

As men work to complete the Guiding Light Recovery Program, they become active in re-engaging with their communities. The most obvious aspects of re-engagement include safe and secure housing and employment. Additional services include:
- Job openings posted weekly by staff.
- Computers with high speed internet access along with opportunities for copies, faxes, and scanning.
- Personal financial counseling is required and savings plans are encouraged.
- Bus passes for transportation to work and job interviews.
- AA or NA class attendance because recovery is for life.
- Encouragement to stay connected to Guiding Light for maintaining personal growth and development.
guiding principles

Christ-Centered
All teaching and encouragement offered by Guiding Light rests in the conviction that Jesus Christ is the Son of God, the only real hope for the world.

Collaboration
We recognize that each member of the community has unique and essential strengths that must be utilized together in mutual respect and committed, disciplined work to fulfill God's purpose.

Courage
We are fueled by faith that courageously challenges us to risk finding innovative ways to serve community needs.

Integrity
We are honest and thoughtful in all our relationships with others and serve with respect, love, humility, and kindness.

Leadership
We demonstrate exceptional leadership in addressing community needs for individuals seeking rescue, recovery, and re-engagement in community.

Prayer
We recognize the need to place our lives before God through daily personal and communal prayer.

Stewardship
We are responsible to God and all stakeholders for making the best use of our time, talent, and treasure.

Christ-Centered
All teaching and encouragement offered by Guiding Light rests in the conviction that Jesus Christ is the Son of God, the only real hope for the world.

Collaboration
We recognize that each member of the community has unique and essential strengths that must be utilized together in mutual respect and committed, disciplined work to fulfill God’s purpose.

Courage
We are fueled by faith that courageously challenges us to risk finding innovative ways to serve community needs.

Integrity
We are honest and thoughtful in all our relationships with others and serve with respect, love, humility, and kindness.

Leadership
We demonstrate exceptional leadership in addressing community needs for individuals seeking rescue, recovery, and re-engagement in community.

Prayer
We recognize the need to place our lives before God through daily personal and communal prayer.

Stewardship
We are responsible to God and all stakeholders for making the best use of our time, talent, and treasure.
environmental scan

The planning participants reviewed the organizational strengths and weaknesses in the areas of resources, processes and performance. The external environment was reviewed for social, political, economic and educational trends that have potential to act as opportunities or threats.

The following are the major Guiding Light strengths, weaknesses, opportunities and threats identified by participants that formed the context for developing strategic directions (goals) and strategies.

Internal Review

**STRENGTHS** perceived were:
- Mission driven organization
- Willingness to listen, lead, risk, innovate, adapt, respond, and be nimble in relationship to community needs
- Excellent, visionary executive leadership
- Committed and knowledgeable staff
- Two successful focused programs that closely monitor outcome measurements
- Relationship with clients and client-centered policies to support recovery
- Resources, financial growth and stability, effective stewards
- Reliance on private donations and not governmental support
- Facilities: Reasonable costs and in good condition
- Willingness and capacity to collaborate
- Well established brand with community recognition

External Review

**OPPORTUNITIES** perceived were:
- Perception among some community leaders that Guiding Light can offer leadership in addressing a rapidly changing environment regarding community needs and delivery of services
- Collaboration with other nonprofit organizations seeking new ways of leading and delivery of services
- Opportunity to educate clients, supporters, donors, volunteers about an organization
- Downtown development
- Growing, developing economic vitality in West Michigan
- Technology: Social media; internal and external potential to facilitate mission
planning assumptions

The Guiding Light Strategic Plan 2017 – 2019 is:

- Comprehensive in scope
- Representative of all stakeholders
- Mission-driven and transformational
- Foundational for future plans and decisions
- Directional and priority setting
- Designed for implementation

stakeholders

A stakeholder is an individual or a group who is in a relationship with the organization and can affect its future. Stakeholders of Guiding Light include:

- Clients
- Board of Directors
- Staff
- Volunteers
- Donors: individuals, churches, businesses, foundations
- Neighborhood organizations
- Networks of collaborators and partners
- Media
goal statements

**Financial:** $4mm annual revenue with targeted earned and donor-provided income (35/65 respectively) with minimum Z score of 10.

**Client:** Individuals restored to their God-given dignity through the guiding light of God’s Spirit, contributing to healthy, vibrant communities.

**Operational:** Build a scalable, flexible and community-coordinated operating model that enables Guiding Light to be a leader in comprehensive rescue, recovery, and re-engagement.

**Culture:** A committed organization in demonstrating our collective Guiding Principles and the highest engagement levels of staff, volunteer, board, donor, and community.
top 4 strategies

Top Four Strategies (board avenues of collective effort required to achieve the goals) and Three Year Objectives (measurable outcomes of strategy execution)

1. **Achieve an aggressive donor relations program and donor relations strategy**
   a. Three year objective: Balances and strong income from a minimum of five donor groups
   b. One year objective: Five groups defined, baselines measured, targets defined, gaps defined and optimization plans in place

2. **Seek new and unique income producing social enterprises to support the mission**
   a. Three year objective: $1.2 mm from a minimum of two earned income opportunities
   b. One year objective: Two new revenue streams in deployment phase, third identified for invention

3. **Successful and innovative rescue, recovery and re-engagement programs**
   a. Three year objective: Achieving 95th percentile performance in each area (rescue, recovery and re-engagement)
   b. One year objective: Define definition of Rescue, Recovery and Re-engagement and the specific criteria for each area and complete gap assessment
   c. Three year objective: Have fully functioning infrastructure, processes and systems supporting each line of the organization
   d. One year objective: Needs assessment completed and “Go Forward” road maps in place for Back to Work, Recovery, Housing, Job Post and Food Distribution
   e. Three year objective: Highest level performance (through training and equipping) within all job roles across all organizational lines, including leadership
   f. One year objective: Performance models and development plans in place for all key job roles across organizational lines

4. **Executive leadership strategy (Board and Executive Director)**
   a. Three year objective: Board and development program implemented
   b. Executive Director succession plan in place
   c. One year objective: Current and future state mapped and programs ready for implementation (from recruitment, on-boarding and performance)
Men who are in the Guiding Light Recovery Program are expected to be active every day in their personal recovery. The four-to-eight month program begins with a 30-day candidacy phase when a candidate becomes familiar with the program expectations and establishes relationships with the staff and other men in the program. He then begins work therapy and is introduced to program classes and study material. All program participants attend recovery meetings and Bible study daily. The candidacy phase is followed by an intense phase of recovery in which the participant experiences one-to-one counseling, team building, and classes which include Rational Thinking, Rebuilding Relationships, Alcoholics Anonymous, Financial Management and Bible Study. Weekly church attendance, meeting with support groups, and working with a mentor all help to strengthen each man’s resolve and underscore his success. Each participant is drug and alcohol free, working toward a lifetime of sobriety and effective service. The third phase is the graduate level when the participant begins to set and work on major life goals such as education, housing, employment skills and employment. He will set spiritual and relationship goals that will prepare him as he transitions back into the community. The final phase of the Recovery Program includes an opportunity to apply for housing at Iron House, a series of apartments that offer sober transitional housing for those completing the residency portion of their recovery. Iron House residents pay rent and must remain employed and sober. They receive support, accountability and encouragement for continuing success through full recovery.

Trust in the LORD with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight.

Proverbs 3:5-6 NIV
balanced scorecard dashboard

Below are key performance indicators within the categories of Financial, Stakeholder, Operational and Culture/Staff. These are measured and reported monthly or quarterly to provide an indication of how the organization is performing and how likely the organization is to achieve its goals and objectives.

Financial
• Z score of 3 or better.
• Create and meet budget without the need for estate gifts.
• Total number of donors per year is at least 6,000.

Stakeholder
DONOR:
• Donor lifespan is at least 60 months.
• Average dollars per donor per year is at least $98.

VOLUNTEERS:
• The ratio of mentor pool-to-client pool is at least 1.25-to-1.

CLIENT:
• Six-Month Graduate Survey Results indicate at least 80% of graduates are achieving an 80% success rate.

COMMUNITY PARTNERS:
• Collaboration with community partners is strong.
• Engagement with community partners is graded on a scale of A to F.
• Guiding Light will be rated by community partners.

Operational
CLIENT:
• Average daily calories served does not exceed 2,300.

VOLUNTEERS:
• Total number of volunteer hours is at least 1,150 hours per month.

FACILITY:
• Zero shelter nights with significant incident every month.
• Zero meals with significant food-borne illness or other issue every month.
• All core value streams managed and operating within control limits.

Cultural/Staff
• Staff turnover is below 20%.
• Achieve 90% or better rating from staff survey.
• Full engagement of staff to the mission of Guiding Light.
• Demonstration of Guiding Principles by staff, per year-end evaluations.
• Fully staffed with appropriately-accredited people.
• 80% of Program exit surveys are 80% positive.
The participants in the planning process included:

*The Board*
- Peter Albertini
- Rev. Nancy Claus
- Phil DeVries
- Brad Mathis
- Shawn Merritt
- Ed Postma
- Nate Vander Stelt
- Jeff Van Winkle

Stuart Ray,
*Executive Director*

Sister Carmelita Murphy, OP
*Facilitator*

The Mission Statement:
*Through the guiding light of God’s Spirit, Guiding Light Mission partners with individuals to fulfill their God-given potential through rescue, recovery, and re-engagement in community.*

The Vision Statement:
*Individuals restored to their God-given dignity through the guiding light of God’s Spirit, contributing to healthy, vibrant communities.*