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, 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 by safe, affordable housing and employment that leads to full social re-engagement and personal restoration. Men are meeting Christ, being saved, changed, and 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:**

Each day Guiding Light provides safe and secure living and sleeping arrangements for men who seek a way to self-sufficiency and dignity. This journey to self-sustainability, financial stability, and community contribution begins with the assistance of our Back-To-Work and Recovery programs. While at Guiding Light, men are provided all basic necessities, including a warm, clean, sober living environment, Christian fellowship and devotions, balanced meals, toiletries for improved hygiene, laundry, work equipment, use of our computer lab and internet, and accountability through the caring arms of the Guiding Light staff and volunteers.

**Recovery:**

Men in the Back-To-Work and Recovery programs are all in various stages of recovery: from homelessness, addiction, unemployment, extensive debt, bad credit, and spiritual struggles. This recovery is supported by intensive case management, clear expectations, high standards, and caring relationships in each program. Clients are provided support, resources, and advocacy to empower them in recovering from overwhelming life circumstances to regain steady employment, stable housing, and renewed self-sufficiency. Education, therapy, support groups, and employment training are provided to give men the best opportunity for life-long sobriety and success.

**Re-Engagement:**

As men work to complete their prescribed programming, they become increasingly active in re-engaging with their communities. The most obvious aspects of re-engagement include full-time employment, safe and secure housing, and renewed relationships in the community. Additional services may include employment assistance, personal finance counseling and savings, initial transportation to work and job interviews, support group attendance, and encouragement to stay connected to Guiding Light for maintaining personal growth and development.
**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.

**Loving:**

We strive to serve with respect, humility, and kindness as we are all equals in the eyes of the Lord.

**Leadership:**

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

**Stewardship:**

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

**Prayer:**

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

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*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*
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, 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 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

"...BE STRONG AND COURAGEOUS. DO NOT BE AFRAID; DO NOT BE DISCOURAGED, FOR THE LORD YOUR GOD WILL BE WITH YOU WHEREVER YOU GO!"

Joshua 1:9 NIV
Financial:

$4m in annual revenue with targeted earned and donor-provided income (35/65 respectively) with a 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.

James 1:5 NIV
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: Four 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: $1.2m 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, The 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)
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 10 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.

**CLIENTS:**
- 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 issues 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 this planning process include:

**The Board:**

Ed Postma  
John Harrington  
John Dice  
Peter Albertini  
Dawn Buursma  
Rev. Nancy Claus  
G. Robert DeYoung  
Harvey Koning  
Dallas Lenear  
Brad Mathis  
Andy Odehnal  
Sherwin Robinson  
Rev. Tim Wilson  
Stuart Ray, Guiding Light Executive Director

**The Mission Statement:**

Through the guiding light of God’s Spirit, Guiding Light 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.