

90 YEARS.

**STILL LOOKING
FORWARD.**

GUIDING LIGHT

THREE YEAR STRATEGIC PLAN *2019-2021*

255 Division Ave S, Grand Rapids, MI 49503 | GuidingLightWorks.org

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 blessing 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, unimaginable 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.

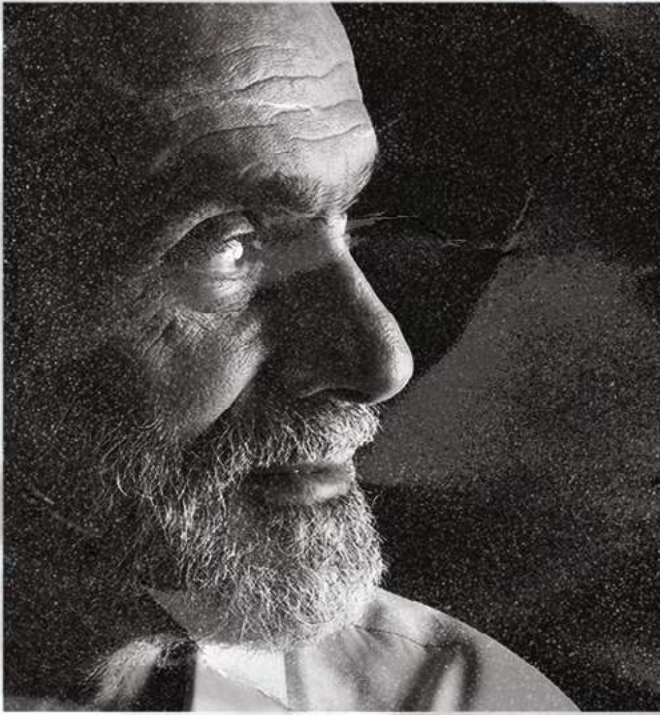
As the world changes, we must too, applying God’s insight and wisdom, remaining strategically focused and disciplined, yet nimble and responsive to new opportunities and challenges. We share the Good News by showing God’s love in a changing context with excellence.

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.



**ONE DAY
AT A TIME.**

FOR 90 YEARS.

**90
YEARS**

| GUIDING LIGHT

THE THREE-LEGGED STOOL

*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 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 once 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.

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.

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.

“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

GOAL STATEMENTS

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 families and a vibrant community.

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.



**A BED. A JOB.
A CHANCE.**

**THE REST IS
HISTORY.**

90
YEARS

GUIDING LIGHT

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 four 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

Financial:

- 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 exited client survey results indicate at least 80% of past clients 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.

PLANNING PARTICIPANTS

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
Elizabeth Bovard Strong
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 the community.

The Vision Statement:

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