

THE PATH OF MOST PERSISTENCE

GUIDING LIGHT

2022-2025 STRATEGIC PLAN

**“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 3:6

Our organization has undergone dramatic transformations over the course of its long history, but one thing has remained constant: our persistence to do right by those among us in need of support.

So, by faith and humility, we chart our course in the years to come.

03	Board Letter to Stakeholders
09	Rescue, Recovery & Re-Engagement Summary
11	Guiding Principles
13	Mission Statement - Updated
14	Vision Statement - Updated
15	Top 4 Strategies
17	Planning Participants

01

A LETTER FROM
OUR BOARD
OF DIRECTORS.

A DOZEN YEARS AGO, GUIDING LIGHT WAS A VERY DIFFERENT ORGANIZATION.

As a traditional shelter for those experiencing homelessness, Guiding Light was operating in the red and losing donors. We had double-digit turnover of employees and board members. We had four executive directors in less than three years and struggled with the revolving door aspect of those seeking our help.

It was time for a change.

We decided to shift the focus and programming of the organization, adopting the tagline “We’re not a mission – we’re on one” to reflect the shift away from our shelter roots. We hired strong team members who helped develop and launch new programs that enabled us to engage with the men of our community through rescue, recovery, and re-engagement.

We worked to stabilize and revitalize our funding base, increasing donors and revenue while adding innovative social enterprise programs that contributed to our balance sheet. We leaned into the power of data, both to inform our decisions and measure our outcomes.

OUR PROGRAMMING NOW FOCUSES ON:

Recovery through the development of an intensive drug and alcohol treatment program known on the streets as “no-joke recovery.”

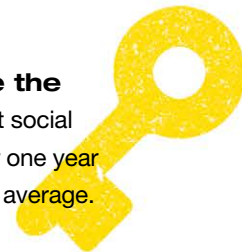
No cost to participants, Guiding Light Recovery combines evidence-based practices, life coaches, therapy, support groups, spiritual direction and resources to equip men in building lives worth staying sober for.

Men who complete the Foundations portion of Recovery have the option to move to Iron House, a sober-living community and Guiding Light social enterprise that provides a safe and secure environment with continuing support. After one year at Iron House, more than three-quarters of men remain sober – far above the national average.

Stable employment through our social enterprise The Job Post.

Open to all in the community, The Job Post is a full-service talent placement agency that serves the staffing needs of local businesses, and helps men and women find sustainable work.

The strong collaboration between our team and our board has set up Guiding Light for continued success. We are proud to have been recognized for our sound financial stewardship with multiple Platinum Seals of Transparency by GuideStar, placing us in elite national ranks – and assures donors we put their funds to good use.



2022—2025

We recently completed a strategic plan that will guide our actions over the next four years. You can read more about it in the following pages, but we want to share some of the highlights around our priorities:

PROGRAM REVIEW – RECOVERY:

Building on the success of the past decade-plus with Recovery, we plan to explore our facility options to better serve our clients and set them up for success. Also, in light of the desperate need for professional addiction treatment, we are looking to expand Recovery to serve the women of our community as well.

PROGRAM REVIEW – BACK TO WORK:

The challenges of COVID-19 made it difficult to run our Back to Work program effectively. We recognize the need for this type of program and will evaluate its viability in the months ahead to determine how we can be most effective.

DIVERSITY AND INCLUSION:

We value being a diverse, equitable and inclusive organization where all can thrive, where all can find meaningful employment and where all can access services with dignity and respect. We will look at our current tools and see if we need additional resources and training to achieve our full potential.

DONOR RELATIONSHIPS:

We have strengthened and expanded our donor base, both adding new donors and building stronger connections with longtime supporters. We want to build on these successes to ensure our fundraising messages are fully aligned with our programming, and that donors see opportunities to support real change in the lives of the men we serve.

TEAM LEADERSHIP:

We are blessed with an exceptional leadership team at Guiding Light. As a Board, we are committed to equipping them with the tools and resources they need to continue their personal and professional development so they can best reflect our guiding principles and utilize the knowledge and skills to support successful programs.

BOARD STRUCTURE:

Finally, we must look within our Board and ensure we have the culture, habits, policies and structures to promote our full engagement and advance Guiding Light’s mission. Job one is to develop a recruitment process that enables us to attract and retain a diverse Board that reflects those we serve and our broader community.

The work ahead is brisk, but the need is there – and our foundation is strong. We appreciate your continued support and look forward to sharing our progress with you in the months and years ahead.

— The Guiding Light Board of Directors

02**RESCUE,
RECOVERY, &
RE-ENGAGEMENT
SUMMARY**

**In their hearts humans
plan their course,
but the Lord establishes
their steps.**

Proverbs 16:9

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 our 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 computers and internet, and accountability through the caring arms of the Guiding Light staff and volunteers.

RECOVERY

Men that come to our doors are all in various stages of recovery: from addiction, unemployment, extensive debt, bad credit, homelessness 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 lifelong 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



And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him.

Colossians 3:17

Christ-Centered

Guiding Light follows the teachings of Jesus Christ powered by the Spirit and supported in prayer.

Excellence

We courageously pursue excellence in our programs, leaders, and outcomes through learning, innovation, and personal and organizational collaboration.

Gratitude

We receive our blessings and challenges with the spirit and actions of gratitude to God and others.

Integrity

We commit to high ethical and professional standards as good stewards of our entrusted time, talents, and treasures.

Justice

We uphold the human dignity of each person and further inclusiveness.

04 OUR MISSION

Guiding Light walks alongside individuals to fulfill their God-given dignity and potential through rescue, recovery, and re-engagement in community.

05 OUR VISION

Walking alongside individuals on a restorative path to their God-given dignity through the guiding light of God's Spirit, contributing to healthy, vibrant relationships and communities.

06

TOP 4 STRATEGIES

GOVERNANCE

Implement Board of Director policies and structures to pursue Guiding Light’s mission more effectively and fully.

- Assure Guiding Light has culture, habits, and policies that promote full Board engagement to advance mission.
- Implement a diversity and inclusion analysis with the Board and leadership to better serve our community’s needs.
- Develop a Board of Directors recruitment process that provides a capable, inclusive, and effective Board.

CLIENT

- Undertake a comprehensive review and S.W.O.T. analysis of the Back to Work program to determine ongoing commitment to, and revision of, the program’s structure and outcomes.
- Enhance and expand the Recovery program and success through increased program effectiveness.
 1. Review current and possible facility options to promote program effectiveness.
 2. Evaluate expanding Recovery program to offer long-term services for women.

CULTURE

- Provide ongoing development of Staff Leaders and team members using internal and external professional education resources.
- Implement the Guiding Light mission in a manner that reflects a value for diversity and inclusion of all members of the community.

FINANCIAL

- Grow donor relationships on behalf of Guiding Light’s mission and consistently communicate Guiding Light’s needs while increasing the value of our mission and leadership in rescue, recovery and re-engagement.
 1. \$8M in annual revenue from earned and donor-provided income by EOY 2025.
 2. \$1M revenue raised capital targeted for the Back to Work program and expansion of Guiding Light’s Recovery program.

GUIDING LIGHT

07 PLANNING PARTICIPANTS

BOARD OF DIRECTORS

John Harrington, Board Chair

Harvey Koning, Board Vice Chair

Elizabeth Bovard-Strong, Board Secretary

Andy Odehnal, Board Treasurer

Ed Postma, At-Large

Peter Albertini, Board of Directors

Dawn Buursma, Board of Directors

Bob DeYoung, Board of Directors

Rev. Tim Wilson, Board of Directors

GUIDING LIGHT STAFF

Brian Elve, Executive Director

Starla McDermott, Director of Development

Brian Spyke, Director of Finance & Administration

