

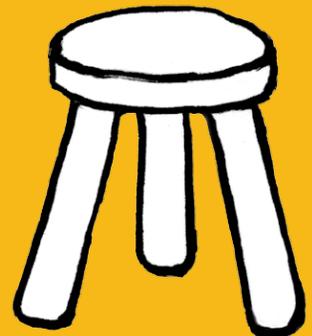
Three-Year Strategic Plan 2012–2014

GUIDING LIGHT MISSION

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Guiding Light Mission exists to create a healing experience that allows individuals to discover a new life in Christ. **We expect re-engagement in community.** We provide food and shelter to all and resources to men that support their social, physical, spiritual, and intellectual needs.



rescue
recovery
re-engagement

LETTER FROM THE BOARD

Dec. 21, 2011

In early 2010, with the new Executive Director, Stuart Ray, on board, the Guiding Light Mission Board of Directors initiated a strategic planning process to define the goals, strategies, and objectives of the Mission for 2012 through 2014.

The board began this process believing that the current mission statement was solid and did not require modification or improvement before going through the process of defining goals and strategies. Under further scrutiny, however, and with several new board members and a new Executive Director, the question was raised—is this really the foundational purpose of the GLM:

Guiding Light Mission exists to provide a healing community that allows broken individuals to discover a new life in Christ. We provide food and shelter while equipping men with social, emotional, spiritual, and intellectual skills, thereby preparing them to serve.

Questions arose: Do we exist to enable success or enable homelessness? If we manifest this mission statement through our actions, do we truly provide a differentiated and necessary service? With these questions in mind, the board made some brief, yet important, edits and revised the mission to say:

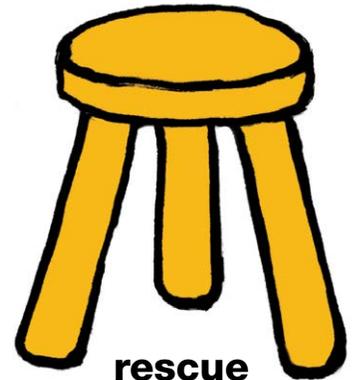
*Guiding Light Mission exists to create a healing experience that allows individuals to discover a new life in Christ. **We expect re-engagement in community.** We provide food and shelter to all and resources to men that support their social, physical, spiritual, and intellectual needs.*

Wow—what a difference five words can make! “We expect re-engagement in community.”

With the addition of those five words, the core processes, values, services, and culture of the Mission changed overnight. It became clear to fulfill this new mission, GLM needed to move beyond the four walls—to stay connected to people had the spiritual, social, and financial wherewithal to maintain their independence once they left our program. Transitional housing outside of the Heartside District became a critical success factor. Community relationships, a home church, employment, and strategies for managing addiction became paramount.

The evolution the Mission has taken over the last two years is truly what was needed to assist our clients as they move from being homeless and addicted to people who are healthy, viable, and contributing members of society. We know that by doing so, we are not only lifting up those who have been down, but we are also helping to change the face of homelessness in our community. Our clients are changing from people who were holding out their hands in need to people who are rolling up their sleeves, working hard, and becoming healthy so they can re-engage with their families, churches, and communities.

This document outlines the mission, core values, goals, strategies, and key performance indicators of an organization that is transforming itself so it can multiply its transformative influence on individuals and community through the grace of God.



**rescue
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THE THREE-LEGGED STOOL

Guiding Light Mission operates on the same principle as a three-legged stool. Each area of ministry—Rescue, Recovery and Re-engagement—is as important as another in creating balance in a life that seeks healing and a fresh start in Christ.

Rescue

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

Additionally, we serve up to 350 meals per day to the general homeless and hungry in our community.

That's over 100,000 meals annually.



Recovery

Men who stay at the Mission, either in shelter or the New Life in Christ Program, are expected to be active every day in their personal recovery. The eight- to ten-month program begins with a 30-day candidacy phase when a candidate becomes familiar with the program expectations, establishes relationships with the staff and other men in the program, begins work therapy, GED training and is introduced to program classes and study materials. All program participants attend chapel service daily.

The candidacy phase is followed by an intensive phase of recovery in which the participant experiences one-to-one counseling, team building, and classes which include Rational Thinking, Rebuilding Relationships, Alcoholics Victorious, 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 participants begin to set and work on major life goals such as employment, housing, education, and employment skills. They also set spiritual and relationship goals that will prepare them as they transition back into the community. The final phase of the Recovery Program is Alumni status when program graduates have the option of attending monthly aftercare meetings where they receive support and encouragement for continuing success through full recovery.



Re-Engagement

As men work to complete the Recovery Program, they become active in re-engaging with their community. The most obvious aspects of re-engagement include safe and secure housing and employment. Additional services include:

- Job openings posted weekly by staff
- A website that outlines community resources
- Ten computers with high speed internet access along with opportunities for copies, faxes, and scanning
- Private voicemail boxes for direct contact with employers
- Expected to have a defined church home, a mentor, and to be actively engaged in a support group
- Personal financial counseling is required
- Bus passes for transportation to work and job interviews
- Expected to find and attend new AA or NA classes because recovery is for life
- Encouraged to stay connected to Guiding Light Mission for aftercare counseling



NO ONE IS CONSIDERED LOST

Easily avoided, most often simply ignored, the scope of homelessness in West Michigan reaches far beyond the scope most people understand. According to Grand Rapids Area Coalition to End Homelessness there were over 5,000 homeless people in Grand Rapids last year. Within that group:

- 64% were men, primarily in their 40's and 50's
- 12% were veterans
- 21% struggle with drugs, alcohol, mental illness, or physical handicap
- All experienced 29 degrees (the average winter temperature)
- Housing was out of reach since it takes 78 hours per week of work at minimum wage to afford a two-bedroom apartment at fair market rent

Even the smallest action can help take a person off the street, heal substance abuse and give new meaning to life through faith to lives once considered lost.

Guiding Light Mission has invested in the lives of the homeless for 82 years. Today, the Mission is energized by a renewed focus that promotes healing, economic stability, and self-sufficiency for all men through Christ. We have moved to a state of full empowerment for every man seriously seeking healing and re-engagement in the community. It is critical that we work with the local community and our friends and supporters so that we might provide HOPE to all who come our way through the Word of God, respect, the tools necessary to rebuild their lives, and the encouragement of staff, mentors, churches, healthy friends and family to succeed.



MISSION AND GUIDING PRINCIPLES

Mission Statement

Guiding Light Mission exists to create a healing experience that allows individuals to discover a new life in Christ. We expect re-engagement in community. We provide food and shelter to all and resources to men that support their social, physical, spiritual, and intellectual needs.

Unpacking the Mission Statement

Terms	What GLM Means Today
Create a healing experience	To be a place where hearts, souls, minds, and bodies find healing, hope, and restoration as we recognize the need to be forgiven and to forgive.
Discover a new life in Christ	To yield one's heart, soul, mind, and body fully to Jesus Christ and allow Him to lead in all areas of life.
We expect re-engagement in community	Men utilizing Guiding Light Mission and community resources are expected to develop an action plan and be accountable for that action plan that will include employment, housing, and becoming a contributing member to society.
We provide food and shelter for all	1) We provide a balanced nutritional meal for our 100 overnight men at breakfast and lunch. We repeat the same process at dinner and invite the community at large. Chapel is provided at lunch and dinner. 2) We provide rescue shelter for all men.
We provide resources to men that support their social, physical, spiritual, and intellectual needs	The resources provided for the men are consistent with their individual action plans. The intent is to provide a holistic plan for men as they re-engage in community. However, a spiritual foundation and support network is paramount.

Guiding Principles

Christ-Centered

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

Collaborative

We recognize that each member of the community has unique and essential strengths that must be utilized together to fulfill God's purpose.

Courage

We are fueled by an inner drive and determination to live by our core values, individually and as a team, during triumphs and challenges.

Integrity

We are honest, thoughtful, and well intentioned in all our dealings with others including fellow employees, clients, donors, and the community.

Loving

We strive to serve with respect, humility, and kindness as we are all equals according to God (the Lord).

Stewardship

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

Prayer

We recognize the need to place our lives before the Lord through prayer.

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3 YEAR GOALS

- 1. Financial**—Meet the annual budget in a stewardly manner without relying on extraordinary gifts (estates and non-predictable sources) while achieving and maintaining a minimum GLM Z score of 10 (including designated assets as if they were restricted).
- 2. Customer**—Provide a customized service offering that is relevant, high quality, effective, and forward leaning for individuals that result in reengagement in community.
- 3. Operations**—Develop the culture and processes that attract and retain donors, volunteers, staff, and collaborative organizations that are passionate and committed to our mission.
- 4. Staff**—Staff that is diverse across multiple dimensions, aligned with the mission statement and guiding principles, committed to the success of the organization, and empowered to and capable of creating value.



STRATEGIES

- 1. Core Processes Strategy for Donors, Staff, Volunteers, and Clients**—
Define, publish, monitor, and continuously improve how we create value to all stakeholders
- 2. Staff Performance Management Strategy**—
Selecting, on-boarding, setting expectations, managing, providing feedback, rewarding
- 3. Culture Strategy**
- 4. Resource Stewardship Strategy**
- 5. Community Partner Collaboration Strategy**

IMPACT OF STRATEGIES ON GOALS

The darker the box, the more impact the strategy has on the goal.

Strategies	Goals			
	Financial	Customer	Operations	Staff
1. Core Value Stream	Dark Blue	Dark Blue	Dark Blue	Dark Blue
2. Staff Performance Management	Light Blue	Light Blue	Dark Blue	Dark Blue
3. Build a Preferred Culture	Light Blue	Dark Blue	Dark Blue	Dark Blue
4. Resource Stewardship Strategy	Dark Blue	Light Blue	Light Blue	Light Blue
5. Community Partner Collaboration	Light Blue	Dark Blue	Dark Blue	Light Blue

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STRATEGIES AND OBJECTIVES

Strategy 1: Core Processes Strategy

- 2014 Objective: All core value streams mapped and 25% improvement over baseline in either effectiveness or efficiency or both.

Strategy 2: Staff Performance Management

- 2014 Objective: All staff aligned, committed, equipped and empowered to create extraordinary value.

Strategy 3: Preferred Culture

- 2014 Objective: 90th percentile nationally for gospel rescue mission “re-engagement” score.

Strategy 4: Resource Stewardship

- 2014 Objective: Viewed by all stakeholders as a net positive contributor to the community and human potential.

Strategy 5: Community Partner Collaboration

- 2014 Objective: Lead the dialogue to create a plan to close the gaps and stop redundancy in service delivery to homeless within Heartside district.



BALANCED SCORECARD DASH BOARD

Below you will find key performance indicators within the categories of Financial, Stakeholder, Operational and Culture/Staff. These are measured and reported on 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	Stakeholder
<ul style="list-style-type: none"> • 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. 	<p>Donor:</p> <ul style="list-style-type: none"> • Donor lifespan is at least 60 months. • Average dollars per donor per year is at least \$98 <p>Volunteers:</p> <ul style="list-style-type: none"> • The ratio of mentor pool-to-client pool is at least 1.25-to-1. <p>Client:</p> <ul style="list-style-type: none"> • 6-Month Graduate Survey Results indicate at least 80% of graduates are achieving an 80% success rate on the survey. <p>Community Partners:</p> <ul style="list-style-type: none"> • Collaboration with Community Partners is strong • Engagement with community partners is graded on a scale of A to F • GLM will be rated by community partners
Operational	Cultural/Staff
<p>Client:</p> <ul style="list-style-type: none"> • Average daily calories served does not exceed 2,300. <p>Volunteers:</p> <ul style="list-style-type: none"> • Total number of volunteer hours is at least 1,150 hours per month/year. <p>Facility:</p> <ul style="list-style-type: none"> • Zero shelter nights with significant incident this month. • Zero meals with significant food-borne illness or other issue this month. • All core value streams managed and operating within control limits. 	<ul style="list-style-type: none"> • Staff turnover is below 20% • Achieve 90% or better rating from staff survey • Full engagement of staff to the mission of GLM • Demonstration of Guiding Principles by staff, per year-end evaluations • Fully staffed with appropriately-accredited people • 80% of Program exit surveys are 80% positive.

JOSH V.



Guiding Light Mission taught Josh the way out of his temptations and gave him the tools and ability to stand up. And with Christ at the center of his life, all things are possible.

When I came to GLM I was an emotionally broken person. After relapsing, yet again, I lost my job, my responsibility of maintaining my grandmother's house, and the opportunity for my daughter to live with me, all in a single day.

As I walked along 28th Street on my way to the South Alanon Club for an AA meeting, the day prior to coming to GLM, there was a thunderstorm behind me, dark clouds in front of me, and a blue sky above me. I remember looking up and telling God I was done. I told Him I didn't know where I was heading with my life; and, that if He had a plan for me, I wish he would show me.

Two days after that, I was accepted into the S.T.A.R.T. program at GLM. I didn't think I needed a program, but I made a decision to surrender and apply myself while I was here.

I knew the decisions I had made by myself had only brought me misery, so I decided I would trust God. The program and the people at GLM have helped me to see myself in a different way, the way that God sees me. The genuine concern and care of the staff and the information that I got from the classes have helped me to grow in my relationship with God. It has also helped me to stand in the fact that I am a new creation in Christ.

Throughout the program I had many jobs. I started in maintenance, cleaning toilets and mopping floors, worked as a security man, security manager, and as a house man. All of these jobs helped me to grow in my interpersonal skills and dealing with different personalities.

I graduated the program two weeks ago, and was hired the same day as the new Food Service Manager at Guiding Light Mission. The relationships I have gained since coming to the mission are invaluable. I am very thankful for everything the Mission has done for me. I now regularly attend Kentwood Community Church and a weekly men's small group, Freedom Fighters. I truly have people in my life that I can call friends and turn to with my life problems.

My relationship with my family continues to improve, and they have seen a dramatic change in me as a man and as a father. One of my main goals now is to give back to the men that are now in the program at Guiding Light Mission by sharing my experience, strength, and hope. Some of my future goals include continuing to work with men in recovery and I will be attending GRCC in January to start working towards my Human Service and Social Work degree.

One of the volunteer teachers here, Steve Gillman, who teaches Gods Way of Success, said something that stuck with me throughout the program. "If we seek God's will, He will bless us in achieving whatever goals we set for ourselves. We will always be successful as long as we don't stop trying."

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