

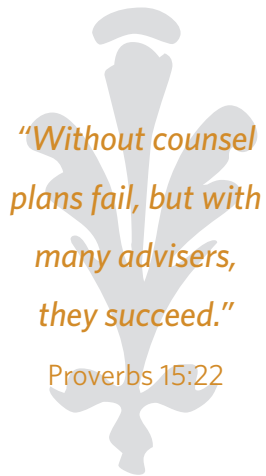


Strategic *Expansion* & *Improvement* Plan Overview



Boldly proclaiming God's Word.

Strategic *Expansion* Plan Backdrop



During the fourth quarter of 2023, Lamplighters International's Board of Directors engaged Jay Carroll, a committed Christian leader with a proven record of ministry and business development, to work with them and John Stewart to devise a ministry expansion plan that would enhance Lamplighters' operation and bring significant participant growth.

The process started by providing a confidential survey to a group of Lamplighters' stakeholders and followed up with one-on-one interviews with each of

the survey participants. The key objectives of the survey and interviews were to assess the ministry's strengths, improvement opportunities, expansion ideas, and potential barriers to growth.

The official Lamplighters **Strategic Expansion & Improvement Plan** was constructed from stakeholders' input, and from the Lamplighters' Board of Directors, support staff, and John and Joline Stewart. The plan outlines nine key expansion and improvement initiatives which have since led to the formation of nine unique volunteer committees.

This brochure outlines these initiatives and describes their potential impact on the ministry's expansion and day-to-day operations. In addition, you will learn **HOW YOU CAN HELP US ACCOMPLISH** the key objectives that are spelled out in the plan.

The Great Commission & Acts 20:20

Matthew 28:18-20 – "Jesus came and spoke to them, saying, 'All authority has been given to Me in heaven and on earth. Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age.'"

We believe the Lord has ordained the initiatives described herein for this time, for His glory, and in the interest of Lamplighters' continued contribution to the Great Commission. With the development of these plans, we are seeking to respond faithfully to the call we have received to grow this ministry at an accelerated pace and on a broader level.

"The Acts 20:20 Vision" represents the name of the recently launched Lamplighters capital funding campaign that we believe will drive and support the plans outlined on the following pages. In Acts 20:20 Paul is speaking to the Ephesian elders saying how he "kept back nothing that was helpful" in his ministry to them and how he passionately taught them "from house to house" (church to church). It is with that same commitment that we want to boldly proclaim God's Word and reach more people for Christ in the USA and around the world.

The overarching objectives for **The Acts 20:20 Vision** are:

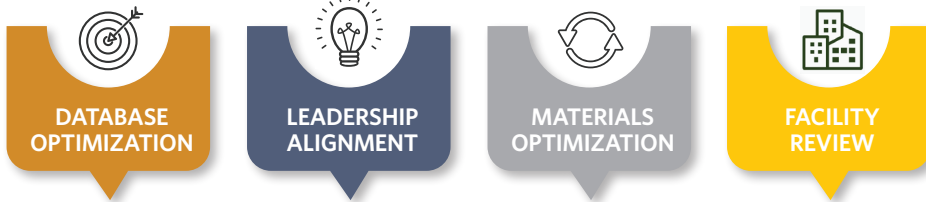
- a) *To increase Lamplighters International's reach and significantly multiply our impact for Christ by training and developing more men and women to become active and effective disciples.*
- b) *To free up John Stewart and allow him to focus on writing, speaking, discipling, and spiritual oversight of the ministry.*

To accomplish these objectives, we believe we will need to increase


- **our fundraising,**
- **staffing,**
- **and creative outreach**

in hopes of consistently attracting more Lamplighters participants.

Strategic *Improvement* Initiatives



IMPROVEMENT INITIATIVE #1

 **Lamplighters' CRM Database Optimization**
The current state of the Lamplighters participant database is less than optimal. As a result, we are unable to communicate effectively to all our participants and we cannot accurately pinpoint the following information:

- The location of each study group
- The total number of study groups
- Contact information for all leaders/participants
- Meeting days/times/locations per week (by group)

As you can imagine, these are critical issues that need our urgent attention. We hope to collect this data throughout the balance of 2024 to completely update our CRM database.

Intentions for Use of Data

Our mission is to create regular communications with our participants — as is custom for any non-profit or for-profit organization. Our communication plans are varied, but below is a good representation for what we would like to share with our participants on a consistent basis:

- Ministry and staff updates
- Event announcements

- New study guide releases
- Discipleship training opportunities
- Ministry partnership updates
- Content excerpts and applications from various study guides
- Special devotionals
- Participant testimonials
- Volunteer or leadership opportunities
- Budget updates and ministry needs

IMPROVEMENT INITIATIVE #2

Leaders/Coaches Alignment & Training

There is a need to coordinate regular connections for all coaches and leaders. We can do this via newsletters, leadership summits (in person or online), and training events. The combination of more frequent fellowship and training will enhance the experience for the leaders and the participants.

We hope to establish greater consistency in how the coaches and leaders function. The leadership methods and structure are core ingredients to the Lamplighters experience, and it is important that all current and future leaders are adequately trained and fully understand the expectations of their leadership role. Our survey and one-on-one interviews revealed that our leaders have excellent ideas for how we can grow the ministry and build disciples.

IMPROVEMENT INITIATIVE #3

Ministry Materials - Efficiency & Electronic Conversions

The Lamplighters ministry produces and sells thousands of study guides and training workbooks each year. Given the constantly increasing cost of printed materials, we are re-evaluating our current process to ensure that we're producing our materials as efficiently as possible. In addition, we are considering whether some of our printed materials could be distributed in an electronic format. We are researching and testing alternative methods to convert the Lamplighters study guides and workbooks into interactive electronic applications. We will continue to offer our printed study guides, but many Lamplighters participants have requested the studies in a

digital format. We believe that providing this option could be important for the growth of the ministry.

We are also exploring options to outsource our study guide fulfillment and distribution. Currently, we are operating out of a second-floor fulfillment space at the Lamplighters headquarters — with no elevator access. Book fulfillment is a labor-intensive process for our staff, and it may be more conducive for us to move that function to a fulfillment center.

IMPROVEMENT INITIATIVE #4



Facility Review

The Lamplighters headquarters is located in northeast Minneapolis. The facility is not optimal for the Lamplighters staff and the layout of the space could certainly be altered — especially since we expect future staff growth and ministry expansion. Therefore, as the end of our lease is nearing (in the second half of 2025), we will commence an exploration into a new headquarters somewhere in the southwest Twin Cities metro area.



BONUS IMPROVEMENT INITIATIVE

We are in the process of forming a prayer team that will be asked specifically to pray for God's guidance, inspiration, and blessings upon the Lamplighters expansion and improvement efforts. If you or someone you know would like to participate in our prayer committee, please contact the Lamplighters office.

Strategic *Expansion* Initiatives



EXPANSION INITIATIVE #1



Pursue and Establish Ministry Partnerships

Lamplighters has relied primarily on individual networking and word of mouth to grow the ministry since its inception nearly 25 years ago. It has been a steady and effective approach; however, we are committed to several new expansion strategies that will hopefully multiply the number of men and women we can reach for Christ — and train to become future Christian leaders.

One way we can expand is by pursuing and creating a variety of ministry partnerships that would allow us to reach larger audiences in addition to one-on-one networking. The Lamplighters curriculum for discipleship training and Bible studies is unique and powerful and provides outstanding value to many church denominations, congregations, and parachurch ministries.

We are committed to pursuing these opportunities more intentionally as we move forward, but we need to invest in staff, marketing outreach, and promotions to bring these important partnerships to fruition. On the next page are a variety of examples of viable partners that we believe would benefit from the Lamplighters Bible study materials and discipleship training:

- Various Christian denominations
- Parachurch ministries
- Public colleges and private schools
- Golf communities
- Retirement communities
- Workplace environments
- Veterans groups
- Fraternities/sororities
- Social media
- Fitness enthusiasts
- Book clubs and health clubs
- Hunters/anglers/boaters
- Sports teams (HS/college/amateur)

EXPANSION INITIATIVE #2



Launch a Multi-Media Outreach Campaign

Lamplighters is planning to develop a comprehensive social media outreach strategy that creates brand awareness for the ministry while inspiring the audience and pursuing new Lamplighters participants. Social media platforms could include Facebook, LinkedIn, X (Twitter), Instagram, and TikTok. These networks will allow us to consistently serve specific content and promotions to defined audience profiles (i.e., various ages of men and women, couples, younger age bands, churches, pastors, affinity groups, etc.).

Lamplighters' social media outreach content could include several of the following strategies:

- Sharing video or written testimonies of Lamplighters' participants
- Repurposing inspirational/educational Lamplighters content
- Promoting studies, events, and discipleship training
- Providing various ministry updates/news/infographics
- Raising support, seeking prayer, and finding volunteers
- Optimizing the Lamplighters mobile application

EXPANSION INITIATIVE #3



Enhanced Networking in Existing Lamplighters Group Locations

In addition to establishing ministry partnerships and launching a social media outreach campaign, we want to enhance our focus on individual networking and word-of-mouth promotion. Several Lamplighters groups are growing rapidly through the consistent encouragement of their participants to invite others into the ministry. We want to replicate this model across all Lamplighters groups and significantly increase the number of invitees per group per year.

With local support, mentoring, and training readily accessible, we believe that greater intentional actions will lead to accelerated numerical and spiritual growth. We can also leverage our future Open House events to support the inviting process and increase awareness of the ministry. As we enhance our training and reinforce the importance of praying for opportunities to introduce others to Lamplighters, we believe the Lord will bless our efforts and impact more people for Christ.



EXPANSION INITIATIVE #4

Build Staff Infrastructure for Long-Term Growth and Sustainability

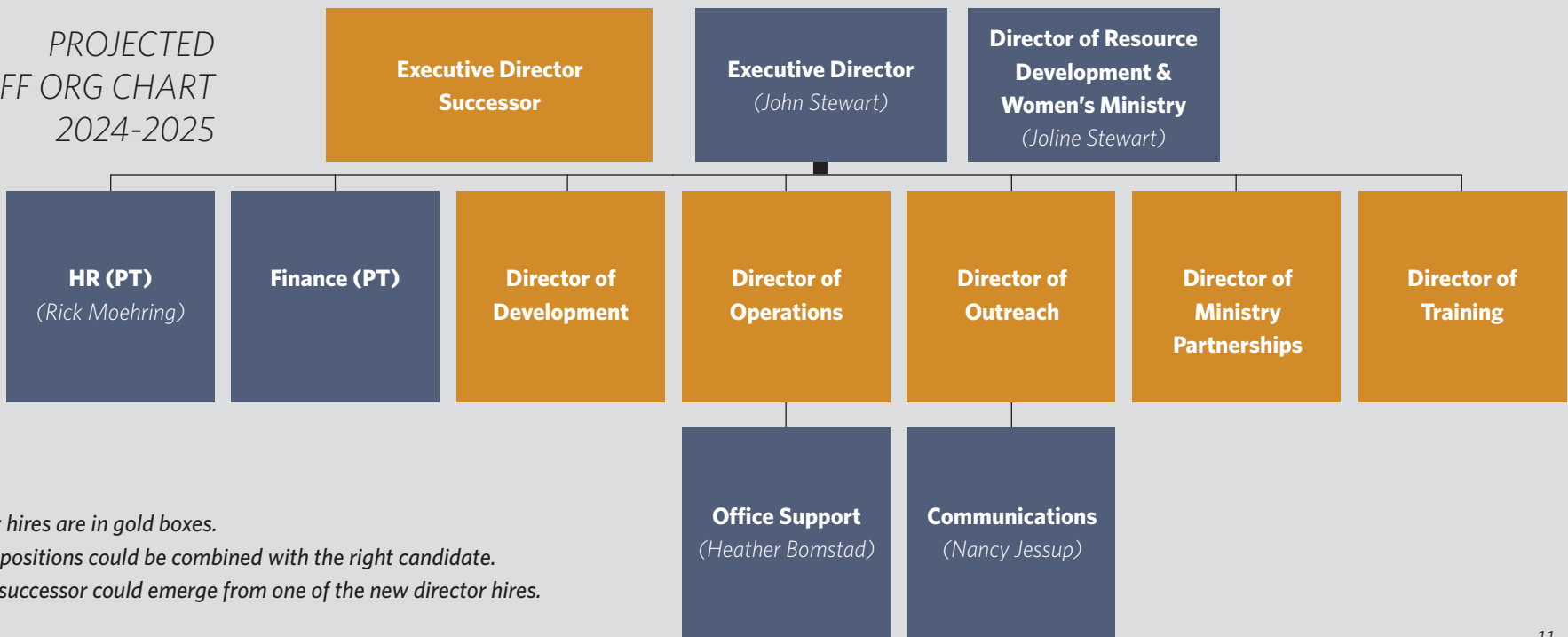
The Lamplighters staff consists of two full-time employees (John & Joline Stewart), two near full-time employees (Nancy Jessup, Heather Bomstad), and several part-time contractors and volunteers. The expansion and improvement plan will require more volunteers and contractors, as well as some strategic new leadership hires in the months and years to come.

Specifically, we'll be looking for additional talent in the areas of operations, outreach, fundraising/development, ministry partnerships, training, and eventually a successor to our founder/executive director, John Stewart. Imminent staff increases will allow John to focus more on writing, discipleship, leadership training, and the spiritual guidance of the ministry. We also hope that a more substantial staff will eventually lead to the emergence of John's successor when he decides to retire.

To increase our staffing and build a long-term succession plan that will sustain the Lamplighters ministry well into the future, we will need to raise the appropriate funding. Below is a preliminary organizational chart that illustrates what our infrastructure might look like within the next couple of years.



PROJECTED STAFF ORG CHART 2024-2025



Notes:

- All planned new hires are in gold boxes.
- Some new staff positions could be combined with the right candidate.
- John's eventual successor could emerge from one of the new director hires.

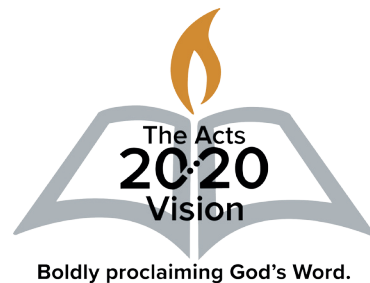
Boldly Proclaiming *God's Word*

THE ACTS 20:20 VISION CAMPAIGN

Lamplighters has historically operated with an annual budget of approximately \$350,000. As part of our Acts 20:20 Vision, we are hoping to double our annual budget in the near future. We believe God has led us to proceed in faith by ...

- a) hosting additional funding events,**
- b) increasing the number of Bible study participants,**
- c) encouraging ongoing support from more participants, and**
- d) increasing yearly book sales.**

Lamplighters' greatest expenses in the near future are staffing-related, which will be critical to accomplishing the mission outlined in our expansion plan. As outlined on previous pages, we're hoping to add 4-6 new full-time directors in the coming two years. We will also be investing in consistent ministry outreach, event planning, and new technologies to help stimulate growth.



SPECIFIC GIVING OPPORTUNITIES

If you are interested in partially or fully funding ministry expenses that are more tangible, below is a list of categories where you (and others) could help us meet those needs.

Please contact Lamplighters headquarters to find out more about our directed giving opportunities.

- New staff hires (4-6)
- Professional services/contractors
- Marketing outreach & promotion
- Study guide printing & digital conversion
- Office rent & insurance
- Event underwriting (2-3 annual events)
- Miscellaneous office expenses
- Website enhancements
- Staff travel expenses

Your participation in this campaign will be a tremendous blessing to Lamplighters and will help us to "Boldly Proclaim God's Word," which will result in more significant contributions to The Great Commission!

Projected *Impact* of Expansion Plans

- **OUTREACH/MARKETING**

Launch a coordinated outreach and promotional campaign in Q3 2024 (social media, Google search/ads, direct mail, SEO & PPC).

Projected Annual Impact = 10%+ increase in new participants (~150)

- **MINISTRY PARTNERSHIPS**

Establish three or more fruitful ministry partnerships with a mix of denominations, churches, and other ministries by the end of 2024.

Projected Annual Impact = 10%+ increase in new participants (~150)

- **ENHANCED NETWORKING/INVITING**

Ramp up one-on-one networking/inviting through greater awareness, leadership training, events, and raised expectations.

Projected Annual Impact = 10%+ increase in new participants (~150)

- **BOOK SALES**

*Projected Annual Impact = 30%+ increase in book sales
(based on 30% growth in participants)*

HOW CAN I GET INVOLVED?

- **PRAY & CONSIDER** — How is God leading you to support the Lamplighters' ministry in 2024 and beyond?
- **VOLUNTEER** — We still need more help with our improvement and expansion committees — and our planned growth will require more trained men and women to lead additional study groups.
- **INVITE** — At least one-third of our planned growth is based on the effectiveness of our participants inviting others into the ministry.
- **GIVE** — For Lamplighters to “Boldly Proclaim God’s Word” to more people, it will require us to more than DOUBLE our annual budget.

HOW CAN I VOLUNTEER/DONATE?

- Go the website at www.lamplightersusa.org/donate to view the various ways you can give to the ministry.
- Call the Lamplighters headquarters at **800-507-9516** or **952-294-0822** to make a donation.
- **SEND A CHECK** to Lamplighters International:
“Acts 20:20 Vision” in the memo line.
771 Harding St. NE, #250, Minneapolis, MN 55413
- **CONTACT** Lamplighters at Info@LamplightersUSA.org or Jay Carroll at jc@carrollmc.com.

