MISIÓN San Lucas Tolimán

SOLIDARIDAD
DIGNIDAD
BIEN COMÚN
SUBSIDIARIEDAD

Friends of San Lucas

A United Strategic Path

Our strategic path is illuminated by two interconnected plans, each beating with the heart of service and hope.

One plan is dedicated to the Mission in San Lucas Tolimán, whose deep commitment to "Dignity in Action" ensures the provision of essential services, building a self-reliant community where everyone has the opportunity for a better future.

Walking alongside this effort is the Friends of San Lucas (FOSL), a vibrant community unified in the sacred work of generating vital support for the Mission—expanding opportunity and cultivating lasting transformation through mutual relationship.

Together, the Mission and FOSL are strategically united, moving forward in partnership to nurture a thriving San Lucas.

Friends of San Lucas

Strategic Plan 2026 to 2030

Updated: 3/6/2026

Vision

Dignity in Action

A dignified, self-reliant community where people have the opportunity to build better futures.

Purpose

The San Lucas Mission provides essential services to meet basic needs and fight poverty, serves the community by centering human dignity, supports community growth and development, and responds to emergencies.

Values

Respect

Treating people with courtesy and kindness, honoring individual and community decisions, and using appropriate language and tone of voice.

Empathy

The duty to understand the pain of those we serve and adapt our approach to their circumstances, which naturally leads to treating them with respect.

Faith and Justice

Rooted in Catholic social doctrine and open to all, through justice we advocate for compassion, equity, and the common good.

Honesty and Integrity

Speaking with clarity and avoiding misinformation. Being truthful about intentions and executing funds precisely for the required purposes.

Humility

Recognizing that the organization is only a "source of support" and that the funds they use are not their own, preventing any form of pretense or arrogance.

GOAL	I. Strengthen Strategic and Operational Alignment	II. Advance Community Self-Sufficiency and Well-Being	III. Ensure Equitable and Dignified Access to Mission Services	IV. Build Organizational Capacity and Effectiveness	V. Strengthen Long-Term Sustainability and Resilience
STRATEGY	**1.1** Clearly define leadership roles and program responsibilities so everyone knows who is accountable for what. **1.2** Set clear guidelines for who makes decisions including with Friends of San Lucas. **1.3** With Friends of San Lucas and Mission leadership coordinate planning and budgeting across programs to reduce confusion and competition for resources. **1.4** Improve communication among Mission leadership and with Friends of San Lucas.	**2.1** Focus programs on helping families become more independent over time, while continuing to respond to urgent needs. **2.2** Strengthen education, job skills, and family income-generating programs that support long-term stability. **2.3** Involve community members more directly in identifying needs and shaping solutions.	**3.1** Create clear, shared guidelines so services are offered fairly and consistently across all programs. **3.2** Improve how staff understand each person's situation so services are appropriate and respectful. **3.3** Standardize service practices so similar needs receive similar support. **3.4** Continue internal discussion to agree on service language and practices that reflect Mission values and local context.	**4.1** Provide training and support so staff can do their jobs well and grow in their roles. **4.2** Improve basic administrative systems so information is organized, reliable, and useful. **4.3** Better match staff skills to their roles across programs. **4.4** Address facility and infrastructure issues that affect staff safety, comfort, and ability to deliver services.	**5.1** Decide how much the Mission can realistically grow and set clear limits to guide planning. **5.2** Explore ways to generate income and build partnerships that support Mission stability. **5.3** Use simple measures to understand what is working and where improvements are needed.
OUTCOME	Clear roles, clear decisions, and better communication that allow the Mission to work together toward shared priorities.	Programs that help families meet immediate needs while building the skills and resources needed for long-term independence.	Services are provided fairly, respectfully, and consistently, and staff are confident about how and to whom services are offered.	Staff have the skills, systems, and working conditions they need to deliver strong, reliable programs.	A Mission that plans realistically, adapts over time, and is better prepared for future challenges.

Friends of San Lucas

Strategic Plan 2026 through 2028

Updated: 3/6/2026

Friends of San Lucas

Preamble

Friends of San Lucas are a vibrant community united in sacred work and inspired by Christ-like love: walking alongside the people of San Lucas to advance locally-led programs that uphold dignity, expand opportunity, and cultivate lasting transformation rooted in mutual relationship. Our staff, board, and supporters are committed to human dignity and social justice. Among us are followers of Christ as well as individuals from many different walks of life and faith traditions inspired by a call to compassion and justice.

Vision

Walking Together

We envision a thriving San Lucas strengthened by relationships that nurture hope.

Mission

Friends of San Lucas is a 501(c)(3) nonprofit organization dedicated to generating support for the Mission in San Lucas Tolimán, Guatemala to address extreme poverty.

Values

Faith and Justice

Rooted in Catholic social teaching and open to all, through justice we advocate for compassion, equity, and the common good.

Mutuality

We walk alongside, not ahead—building relationships of trust, respect, and shared purpose. Partnership includes shared problem-solving and growing together.

Cross-Cultural Understanding

We commit to learning across language, culture, and experience. Through curiosity, we strengthen trust, bridge differences, and grow our collective capacity to serve.

Authenticity & Truthfulness

We speak honestly about our history and relationships, naming complexity and learning from it. Truth-telling deepens understanding and calls us to act with integrity and alignment with our shared mission.

Gratitude and Humility

We approach every partnership as learners. In serving, we also receive—recognizing that transformation flows both ways through mutual respect, gratitude, and shared growth.

GOAL	I. Advance the Agency and Self-Determination of the People of San Lucas	II. Strengthen Cross-Organizational Alignment	III. Diversify and Strengthen Revenue for Long-Term Sustainability	IV. Deepen, Retain, and Diversify the Friends of San Lucas Community
STRATEGY/ ACTION	**1.1** Center Mission-led priorities in shared planning, funding decisions, and partnership expectations to reinforce local agency and self-determination. **1.2** Support Mission-led revenue development in ways that build capacity and autonomy without creating dependency. **1.3** Create shared space for honest conversations that strengthen understanding, humility, and Mission-led partnership among donors, visitors, and Friends of San Lucas leadership. **1.4** Align Visitor Program purpose and activities to better promote agency and self-determination of the people of San Lucas.	**2.1** Clarify and document cross-organizational governance structures and roles to support shared accountability. **2.2** Establish decision-making thresholds and escalation pathways in agreement with Mission leadership to enable timely, respectful decision-making. **2.3** Align financial governance and discretionary authority to support trust, transparency, and operational effectiveness. **2.4** Build shared communication infrastructure, meeting norms, and intercultural competence to strengthen coordination and mutual understanding.	**3.1** Strengthen major donor development and stewardship through intentional relationship-building and long-term engagement. **3.2** Expand new donor cultivation and acquisition by broadening outreach, refining messaging, and diversifying entry points for support. **3.3** Advance Mission-aligned earned income strategies, including the Coffee Program, to diversify revenue and support long-term sustainability.	**4.1** Strengthen the Visitor Program as a primary pathway for learning, honest conversations, and long-term engagement. **4.2** Increase retention and long-term connection among people already engaged with Friends of San Lucas through clear, non-donor-only pathways. **4.3** Develop volunteer- and alumni-led engagement models to extend community-building beyond staff capacity. **4.4** Clarify the purpose of community-building beyond fundraising to support learning, solidarity, advocacy, and long-term relevance.
OUTCOME	Mission-led priorities, shared understanding, and respectful partnership practices that strengthen local agency, support self-determination, and guide how Friends of San Lucas engages donors, visitors, and partners.	Clear cross-organizational roles, decision thresholds, and financial authority; strong communication systems and governance practices that support sustainable operations and aligned partnership between FOSL and the San Lucas Mission.	A resilient funding model with strengthened donor relationships, multiple revenue streams (including earned income), a growing operating reserves, and in-country fundraising capacity.	A multi-generational community of visitors, supporters, and advocates who remain connected over time, deepen their understanding of San Lucas, and help carry the work forward in diverse ways.

Friends of San Lucas