A banner image showing a building with large windows and a sign that reads "CITY ON A HILL". The sign is partially obscured by an orange overlay.

City on a Hill 2026 – Forward in Faith

Our Strategic Plan

City on a Hill 2026 – Forward in Faith is a strategic plan that defines the course for the next three years for City on a Hill Ministries. It is a map that guides us to a desired state where our organization can have the infrastructure, systems, and processes in place to meet the needs of today's ministries and nonprofits and to expand impact in the local community and in the world. The plan is centered around six primary objectives, with supporting initiatives required to achieve each objective.

Primary Objectives

PURSUE OPERATIONAL EXCELLENCE

Repeatable and clarified processes contribute to a healthy organizational culture. Over the next three years, City on a Hill Ministries will update its systems, policies, and procedures for partners*, employees, and clients.

Focus Areas:

City on a Hill Ministries:

- HR policies & handbook
- 3-year salary plan
- Intern program

City on a Hill Partners*:

- Safety/emergency plan update
- Work order system
- Partner Handbook
- Partner placement strategy

**"Partner" refers to a ministry or nonprofit currently leasing space at City on a Hill Ministries.*

Primary Objectives

STRENGTHEN PARTNER* RELATIONS

Community engagement, collaboration, and communication are central to the City on a Hill ethos. City on a Hill will launch initiatives to increase communication, familiarity, and engagement between partners*.

Focus Areas:

- Monthly e-newsletter
- Monthly Lunch & Learn programming
- Weekly prayer time
- Messaging system
- Mechanism for annual feedback

EXPAND CARE FOR COAH PROGRAMS

Individuals and families in West Michigan continue to struggle as the cost of household basics outpaces wages for 30% of the population. City on a Hill will expand its healthcare, advocacy, resource, relationship, and renewal services to serve our community.

Focus Areas:

- Expand hours of operation (all COAH programs)
- Expand catering business (Café)
- Recruit additional providers and interns (Clinic)
- Determine ideal number of Hope Homes (Doors of Hope)
- Pursue grant funding for permanent supportive housing (Doors of Hope)
- Increase awareness and usage of Leader Renewal Room

GROW FINANCIAL BASE OF SUPPORT THROUGH INCREASED AWARENESS OF IMPACT

City on a Hill has been blessed with consistent giving in recent years. Current giving will need to expand to meet facility and program needs. City on a Hill will need to implement initiatives to increase awareness in West Michigan.

Focus Areas:

- Fundraising Audit
- Brand Strategy

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Primary Objectives

UPGRADE FACILITIES TO MEET COMMUNITY & PARTNER* NEEDS

City on a Hill's facilities will be updated to meet the needs of today's ministries and nonprofits. Over the next three years, significant investment will be made to allow for effective continuation of services, safety, wayfinding, & operational efficiency.

Focus Areas:

- Internet
- Phone system
- Roof
- Maintenance/replacement plan
- Security audit & plan
- Wayfinding & main entrance
- Tech in meeting spaces
- Package delivery
- Collaborative space

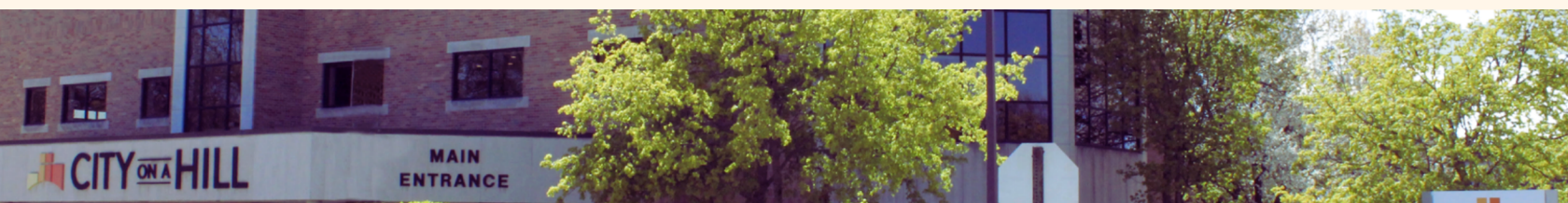
ENHANCE PEOPLE STRATEGY

To effectively execute its mission, City on a Hill will implement initiatives to hire and retain qualified team members who have a passion for serving others. Benefits will be improved, and key positions will be added.

Focus Areas:

- Additional team members to support the COAH facility, Doors of Hope, Health Clinic, and the Café:
 - Facilities Manager
 - Clinic Receptionist
 - DOH Office Manager
 - DOH LifeSkills Coach
- Expansion of current positions in key functional areas: volunteers, marketing, grants
- Supervisor training
- Performance review process
- Employee benefits

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MISSION

To honor God by empowering ministries, nonprofits, and individuals to flourish.

PURPOSE

City on a Hill Ministries cultivates an affordable, inviting, and collaborative space where ministries and nonprofits can grow and impact our community and world. City on a Hill Ministries provides care for individuals and families seeking healthcare, advocacy, resources, relationship, and renewal through its in-house Doors of Hope, Cafe, Clinic, and Leader Renewal Room programs.



VISION

A community where ministries, nonprofits, and individuals reach their full potential.

CORE VALUES

CULTIVATED EMPOWERMENT

City on a Hill values creating an intentional community where individuals, ministries, and nonprofits can thrive by bringing hope, help, and healing.

COLLABORATIVE PARTNERSHIP

City on a Hill values working collaboratively as a team and in partnership with partners*, churches, clients, and our community to share resources and space as a mechanism for growth.

INTEGRITY

City on a Hill values following through on our commitments and serving every individual we encounter with dignity and respect as God's image-bearers.

RADICAL HOSPITALITY

City on a Hill values sharing God's love through intentional and gracious care for those we serve.

GENEROUS STEWARDSHIP

City on a Hill values utilizing our resources wisely to abundantly serve others with open hands.

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