

Love...Integrity...Faith

 **HIGHLAND**
CHRISTIAN CENTER
STRATEGIC

PLAN

2020



Building Community and Changing Lives

History of Highland Christian Center



There is a famous Chinese quote that states, “The journey of a thousand miles begins with a single step.” This is true of the humble beginnings of Highland Christian Center. Highland Christian Center’s first step began in 1903 with a small congregation in hopes of making a huge impact to the community it served. This community focused impact was soon realized by the people of the neighborhood and Highland quickly outgrew its humble beginnings and had to relocate.

Highland’s new location was home to German and Polish immigrants in the Albina/Highland community where it continued to serve. As with anything, times must and will change. Highland served in that community for years until around 1965. At this time, not only was the nation changing but the community of Albina was changing as well. Due to integration, the once German and Polish community was now primarily African-American. Because of a rapidly changing community, the church suffered losses and the fate of the church was on rocky ground. As time went by, the situation became grim and the doors of the church threatened to close. Through the faith of a few members the doors remained open and Highland continued to serve the community despite the struggle.

In July of 1968 a committee was formed to discuss the future of Highland. With the community now primarily African American, the church was concerned that it did not have relevancy to the people in the community and the struggles it was facing. Reverend Samuel P. Johnson, an African American Pentecostal minister, was elected to pastor Highland in an effort to connect with the community. Reverend Johnson suggested that the church focus on the issues that were plaguing the community. His vision was centric to better housing, basic education, job training and community organization and recreation. This act better served the community and the church once again grew. Reverend Johnson passed away after several years of pastoring Highland and with its’ leader now gone the church found itself in trouble once again.

With the threat of the doors closing, Dr. W. G. Hardy Jr. was appointed as the Senior Pastor of Highland Christian Center in 1996. Dr. Hardy’s vision was a church that was safe and inclusive of everyone. Dr. Hardy’s vision was soon realized by the community and politicians, former convicts, professionals, recovering substance abusers, working families, and entrepreneurs, all found a home where they could work together to improve not only themselves but the community around them. With Dr. Hardy’s, Youth Summer Swing, Friday Night Gym, and Men and Women’s retreats, the church found itself on solid ground and in the year 2000 moved to 18th and Alberta. In 5 short years, with the help from God above and the vision of Dr. Hardy, the church once again outgrew its location and moved to its current location at 7600 NE Glisan Street.



Currently, Highland Christian Center consist of the main building housing a 1250 seat sanctuary, administrative offices, fellowship hall, classrooms, counseling center, youth annex, memorial hall, and a 5-plex multi-purpose facility. Besides housing highland, the campus is home to Albina Head Start Program and Highland Haven Incorporated. Highland is also home to HARRP, and HAAYCC, 2 nonprofit organizations extending the church’s outreach to the community. Pastor Hardy continued to lead the church to the future, until his passing in 2018.

Pastor Hardy was succeeded by Dr. Shon Neyland, who is taking Highland to the next level. Dr. Neyland along with his wife, Madeline, have authored many books, and pastored congregations as large as 5,000 and was over spiritual care for over 46,000 souls. Highland is once again growing, and Dr. Neyland’s vision for “The Unstoppable Church” is quickly winning souls for Christ. With new followers of Jesus Christ added to the fold every month, Highland is now preparing for its future. Dr. Neyland’s commitment to Jesus Christ, Bible centric teaching, prayer, and a firm belief that through Christ all things are possible, Highland’s future is very bright.

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Senior Pastor's Strategic Intent



To the Men and Women of Highland Christian Center (HCC)

We are extremely honored to serve in this prestigious Senior Pastor position. Madeline and I are blessed to be a part of this great ministry. It is a privilege to lead the men and women of HCC – this opportunity is well beyond my own expectation and is not taken lightly. As the world changes around us, we must continue to be the light of the world and salt of the Earth. The Highland 2020 Strategy is built on the theme, **“Building Community and Changing Lives!”** HCC is on the move with dynamic and innovative ministries happening every day. This is only the beginning of the great things God has in store for us.

In this Strategy you will find HCC’s Mission, Vision, Priorities, and Values. The priorities will include our objectives and how we are to implement this strategy. Simply put our mission is to reach the lost for Christ and disciple believers to go out into the world and multiply. *We find the lost and teach the found!* Additionally, this strategy outlines the eight (8) Major Ministry areas at HCC, our nonprofit organizations, and ministry intent. We will examine our ministry and environmental context that drives this strategy. Moreover, we will identify strengths, weaknesses, opportunities, and threats. Further, we will elaborate on our challenges, constraints, and risks. There is much to be done in the city of Portland, Oregon. God has brought us together for such a time as this. I believe it is our destiny to impact this region for Christ. It is imperative that we upgrade our capacity and capability in every area to fulfill the calling God has for us.

We will lead HCC by serving with a positive attitude, walking in integrity, and staying motivated to accomplish the mission that is before us. My actions and decisions as your Senior Pastor will remain consistent with these three tenets. As your Senior Pastor, I have the ultimate responsibility to provide for the spiritual care of the church and community. We must operate in Love, Integrity, and Faith. My goal, to the maximum extent possible, is to provide you the discipleship, equipping, spiritual guidance, and needed resources to execute the mission and vision we’ve been given. When I fall short in achieving this goal, I’m counting on you to articulate the risk being incurred in quantifiable terms, so I can work with you to mitigate the risk and advocate for the training, guidance, and resources you require. I believe our success can only be found in the Lord Jesus Christ, guided by the Holy Spirit. We must maintain a culture of excellence and compliance with the laws of the land. Further, we must serve within ethical and moral guidelines when dealing with day to day operations of the ministry. While I look forward to the magnificent things we will be doing as a worship center, we must always remain balanced in our approach between service and personal well-being.

May God strengthen you and your family for the Kingdom!

SHON NEYLAND
SENIOR PASTOR
HIGHLAND CHRISTIAN CENTER

Executive Summary

The intent of this document is multifaceted. It communicates HCC's Strategic Plan 2020 with the ultimate goal of reaching as many as possible in the city of Portland for Christ. It explains the mission and vision for Highland in the clearest terms possible. Further, this plan outlines how HCC will develop and disciple believers to enhance the Kingdom of God. There are a host of things that must take place (ways) in order to reach the end state of glorifying God through a 21st Century premier ministry center. This document is a living testament to our commitment to reaching the lost for Christ. It communicates clearly our mission, vision, priorities, objectives and measurements to reach the end state.

Open communication is essential to leveraging this strategic plan. The vision must be plain and communicated effectively to every member in Highland Christian Center. We need buy in and we need every stakeholder to launch into the deep. Essentially, our strategic plan describes a course designed to reach an anticipated, yet unrealized outcome where we are *connected, purposed, and empowered*. Building this plan begins with a mission and vision – a general description of the desired purposes and outcomes. The recent growth we have seen at HCC provides hope for what is to come. Only God truly knows what our potential is. However, we will not despise the days of small beginnings and we will dream.

In many ways this strategy is built on dreams that only the Lord can fulfill. It will take prayer, fasting, and commitment to see this plan to its full fruition. With the help of God, love, integrity, and faith, we can reach higher levels that were only dreamed of in ministry. Further, we must work in a synergistic manner and treat each other with respect and dignity. Everything we do must be done with excellence in mind. We must synergize our efforts and work together as a team to accomplish our mission and vision.

It is certainly a new season at Highland and this change can only happen with everyone working together in love. This plan is designed to build on the legacy that is before us and expand our territory in the Lord. Our capacity and capabilities will be stretched at times, but we will trust in the Lord to see us to the finish line as we run this race for Christ. We live on Philippians 4:13, "I can do all things through Christ who strengthens us."



Strategic Problems

Every strategic plan should identify what challenges or problems the strategy is designed to address. HCC has identified four major problems facing the church today.

Recalibrating the Leadership Team

Highland is constantly evaluating our ministry structure to best serve the needs of the community. We saw the need to regroup many of our major ministries to leverage the greatest effectiveness as we reach the lost, disciple the saved, and build community. We now have eight (8) major Executive Directorates with over 60 Team Leaders. Highland is ever expanding and readjusting to meet the needs of a growing congregation. Additionally, the Executive Board had reached its tenure; thus elections were required for new officers and a restructuring of the ex officio board members. This restructure maximizes the abilities of our leaders, while allowing them to serve in a greater capacity.

Updating a Degraded Facility and Improving Parking



While Highland Christian Center is a large, multi-use worship center with many amenities, it does have some challenges with regard to renovation and safety. Our main facility needs approximately \$300K of renovation and equipment replacements, while the “White House” desperately needs repairs costing approximately \$150K. While we cannot highlight all of our repairs, renovations, and equipment replacement needed in this document, there are some that warrant our immediate attention. Our building needs repairs to the roof and walls, including painting. Further, our pews are very old and need replacing along with the carpet. Our Audio Video equipment needs updating to aid us in our streaming and video

production as we strive to become a 21st Century Church.

Parking at HCC is also a challenge with approximately 50 parking spots on the main campus. There are an additional 20 to 30 parking spots across the street from the main campus. However, with a service that is drawing nearly 500 a week in worship attendance at the time of this publication, there are simply not enough parking slots and the lack of parking becomes a distraction and a major inconvenience to those wanting to attend HCC. There are reports of individuals having to drive an average of “15” minutes to simply “find” parking close enough to the main worship facility. We have taken two steps to mitigate this problem. First, we have procured an additional 100 parking spots at Vestal Elementary, approximately .07 miles from the church and implemented a church “shuttle” ministry to transport congregants to and from their parking areas. There are signs that these steps are making attending HCC more convenient, but we continue to seek improvement in this area.



Gaining New Volunteers to Fulfill the Mission



A common problem with all churches is the ability to recruit and utilize volunteers in the execution of ministry. The old adage of 20 percent of the congregations doing 80 percent of the ministry still rings true. The challenge is to get everyone to see their potential and value in being a part of the ministry. Our goal is to have 75% or more of all members to be involved in ministry. We estimate that 30% of our members are involved in some type of ministry. If we improve this strategic problem, it enables continued growth and prevents ministry burnout. We endeavor at HCC to place people in the area of their gifting and congruent with their calling.

Effective Communication

Strategic communication drives the modern church. Without effective communication we are destined to hinder our development and growth as a congregation. Thus HCC is continually seeking the best platform for strategic communication. The Executive Pastor has introduced “Planning Center” to the leadership team and it is proving to be an extremely effective tool in enhancing communication. Every major ministry is now able to track their ministry’s meetings, attendance, performance, and more. Further, the Communications Directorate has implemented a new platform for our new website. This new platform allows us to have complete control of the content on the website. The website will contain our bylaws, organizational structure, statement of faith, sermon series, video announcements, ministries, life groups and much more all with the intent of improving strategic communication. Effective communication also includes digitizing our announcements in the foyer and utilizing our screens in the main sanctuary for recurring announcements.



Guiding Policy

Guiding policy is critical to the HCC mission as we provide spiritual care and guidance for the community. HCC must maintain a robust set of policies to guide our ministry operations. The two most significant documents to help guide HCC are the church Bylaws and its Statement of Faith.

STATEMENT OF FAITH

At the center of Christian faith and practice stands the belief that God has spoken to the world in the person and work of Jesus Christ, which is accurately and authoritatively revealed in the Christian Bible (“the Bible,” “Scripture” or “the Scriptures”). The Bible is the inspired, inerrant and sufficient Word of God and is thus the ultimate authority for life, faith and morals. Though the various theological statements of the Church reflect succinct summaries of biblical boundaries, it is the Bible itself to which we are in ultimate submission. Membership carries with it the implicit understanding that the Senior Pastor and the Elders Council shall function as the interpretive authority on biblical meaning and application for the purpose of Church doctrine, practice, policy and discipline.



Our Statement of Faith represents the core orthodox beliefs of the Church from a biblical and historical perspective. While Church Members are not required to fully understand or articulate all aspects of the Statement of Faith, the explicit rejection of any part of it disqualifies one from Highland Christian Center. Revisions to the Statement of Basic Belief in order to more clearly align to Scripture shall be at the sole discretion of the Senior Pastor and Elders, with the understanding that such changes will be communicated to the Executive Board and Members of the Church. The full Statement of Faith can be found in the Bylaws.

BYLAWS



The Bylaws set the parameters for the governance and day-to-day operations of Highland Christian Center. Highland Christian Center’s church policy is “Congregational.” A preamble of our bylaws are included in this strategic plan are found below. We, the followers of Jesus Christ who make up the part of God’s family and Christ’s body known as Highland Christian Center, adopt this formal document which reflects the heart, spirit, and intent of our body; establishes the structure, functions, and purposes we embrace; and sets forth

the guidelines and parameters by which we will seek to accomplish our stated mission and purpose.

The principal office for business transactions of the Church is 7600 NE Glisan St, Portland Oregon, 97213. This office is located in Multnomah County. Highland Christian Center shall have full power and authority to change the principal office from one location to another. The Church Secretary shall record any change in the location of the principal office. The Senior Pastor in coordination with the Executive Board and Church congregation shall have power and authority to establish other offices, campuses, sites and locations at any place or places where the Church is qualified under applicable law to conduct its business. The Church is a nonprofit corporation under the laws of the state of Oregon and is organized under the Oregon Business Organization Code, as amended in the Oregon Revised Statutes (“ORS”), Chapter 65). Further, this document is in compliance with ORS 65.094 and ORS 65.047. Federal tax exemption is granted under Internal Revenue Code 501(c)(3).

Environmental Context

One of the most critical areas to help shape a strategy is a review of the environmental context. Every region contains its own challenges and advantages. Highland Christian Center happens to be located in an ever-changing neighborhood in Portland, Oregon with varying demographics due to political policy, economic shifts, and ethnic and population changes. These factors shape the demographic makeup of our congregants.

Unchurched Non-Religious Demographic



According to the *Melissa Binder of the Oregonian*, the Portland metro area is the most religiously unaffiliated city in the United States, with 42 percent of residents identifying as atheist, agnostic or no religion in particular. That's nearly 10 percentage points higher than Portland's West Coast peers and runner-ups Seattle and San Francisco, which both came in at 33 percent.

Further, Binder reports that those who say they have “no religion” are an amorphous group. In the Portland area, only about 4 percent of residents are atheists, according to the institute's survey. According to the *Oregonian*, approximately 8 percent are agnostic, while 29 percent of Portlanders said their religion is “nothing in particular.” That's about twice the size of the next-largest minority: European descent evangelical Christians. Nationally, most people who identify as unaffiliated believe in a higher power of some kind, but say belief in God isn't necessary in order to be moral and have good values. They're young, socially liberal and usually believe in evolution. Most are more concerned about religious groups asserting their beliefs on others than about the government limiting religious freedom.

This is clearly a challenge to a growing church in a region where many do not believe religious organizations necessarily serve a purpose for the greater good. On the contrary, HCC believes that is exactly why God has called us to minister to this community for such a time as this, fulfilling the Great Commission and Building Community.

Homelessness and Poverty

Another major environmental challenge is the pervasive homelessness and poverty in the HCC's surrounding neighborhood. While the latest statistics vary, it is safe to say the homelessness problem has to be dealt with. In 2018, Portland was home to an estimated 14,000 chronically homeless people, the vast majority of whom were in Portland, according to the Department of Housing and Urban Development. Perhaps there is not a week that goes by where we do not have to remove a homeless person from the Highland Christian Center church grounds. Portland's Mayor recently held a symposium to combat and deal with the ever-growing



homeless concerns in the city. At HCC we recognize that many of those who are homeless simply need a fresh start and a new outlook on life. To do our part to help those who are disenfranchised, we have weekly food distribution and weekly hot breakfasts, feeding over 150 a week. Among the 14,000 chronically homeless in Portland are approximately 1300 military Veterans in Portland and Oregon. At HCC we are endeavoring to connect homeless Veterans to resources. We are in the process of starting up a ministry under the Evangelism Directorate that deals with this issue directly and provides a way to get our Veterans off of the streets. Highland will continue the legacy left by Pastor Hardy and others as we reach out to the hurting, hungry, and lost.

Pervasiveness of Illegal and Legal Substances



It is a known fact that Portland is among the leading cities for drug use and abuse. The government administration has been wrestling with this epidemic for years. According to the National Survey on Drug use and Health, Oregon ranks at the top of many categories: #1 for Marijuana Use; #1 for Pain Reliever Misuse; #2 for Methamphetamine; #4 for Cocaine Use; #4 for Alcohol Use Disorder; and #21 for Heroin Use. Last year, Governor Kate Brown declared a public health emergency for alcohol and substance abuse. That came in response to Oregon's ignoble distinction of notably high

drug use and abuse. Governor Brown tasked a group of experts to come up with a plan by the end of this year for how the state should combat addiction. As the church of Christ, we are committed to reaching the lost no matter what a person's background may be. We have started a Life Group entitled "Celebrate Recovery" at HCC. This Life Group is designed to provide hope for those who are battling drug addiction and substance abuse. At HCC we embrace all people with the love of Christ. We shall continue to strive to do our part in curbing this dramatic epidemic that effects many families in our region and thus affects the church directly.

Violence Prevention and Criminality

With a crime rate of 63 per one thousand residents, Portland has one of the highest crime rates in America compared to all communities of all sizes - from the smallest towns to the very largest cities. One's chance of becoming a victim of either violent or property crime here is 1 in 16. The clearest way to combat a criminal mentality is through ministry to the whole person, to change the mindset into a positive belief in oneself. Our Core Values of *Love, Integrity and Faith* are centered on a positive outlook for the Spirit-filled Christian. If we can change the mindset, we can change a person. Further, we believe in economic empowerment at HCC. Economic empowerment comes through a deliberate process of education to affect one's status. HCC is committed to prevention of violence in our youth and has joined in the coalition against violence in Portland with the mayor's office. This prevention begins at the youngest age, thus we have instituted mentoring opportunities at Highland for all ages. Our Kid's Zone and War Zone are specifically designed to create a positive atmosphere that gives our children and youth a new perspective on life. We are specifically combatting stereotypes and negative depictions. Further we have established several non-profit entities to combat violence and criminality. Our HAVEN program is designed to bring hope to the community through mentorship and new beginnings. The HAVEN consists of the Highland Youth Potential Entrepreneurship (HYPE) and Highland Youth Leadership Academy (HYLA). We are especially proud of our Highland African American Community Coalition (HYAACC) which is designed to counter drugs, criminality, and poverty in the lower income communities. Together these programs create a new disposition.



Executive Ministries

The hub of HCC operations and ministries are our Executive Ministries. The Executive Ministries help serve as ex officios for the elected Board. Further as a team they lead and oversee 61 diverse ministries in the church that are designed to fulfill the mission and vision of the church. The “Big Eight” are broken down as follows.

Christian Education Directorate

We are committed to Christian Education in the body of Christ at HCC. It ties directly to our third Priority of being “Empowered.” Thus, we have launched a robust education program for all of HCC. The Christian Education Directorate consists of recurring training for all ministerial members, annual training for aspiring ministers, over 30 Life Groups located throughout Portland, an 6-week New Members Class (The Surge); a 4-week New Believers Class (The Journey); and monthly Baptism class. For more information, please contact Bishop Stewart Minnieweather @ Sminnieweather@hcclive.com for more information.

Communication Directorate

Perhaps more than any other directorate, the Communication Directorate is critical to reaching the next generation with the Gospel message of Christ. From the quarterly “Highland Happenings” Newsletter, the website, photography, recording of the worship services, the colorful banners and modern videos to the weekly worship service information cards, the Communication Directorate is intricately involved. The team ensures that we have modern graphic design, top-notch information technology, a robust social media program, and connection across all media platforms. For more information, please contact Jay “Raz” Roberts @ jrobertslaw@hcclive.com for more information.



Elders Directorate



The Elders Directorate is critical to supporting the leadership of the church. Those ordained leaders (Elders, Evangelists, and Ministers) help facilitate the mission and vision of the church. Additionally, the Elders Directorate is comprised of the Deacons Ministry, the Deaconess Ministry, the Altar Workers, and the Adjutants. The Deacons Ministry has several ministries under their department including the Men of Valor (Men’s Ministry); the Parking Ministry; Men’s Bible Study, and Security Ministry. The Deaconess Ministry also oversees the Ushers, the Greeters, Sanctuary Décor, and Communion Setup. The Altar Workers are critical to our prayer ministries during and following the service—they

are our Levites, battling in Spiritual Warfare. For more information about the Elders Directorate please contact the church office for more information.

Evangelism Directorate



The Evangelism Directorate is vital to fulfilling our Priorities at HCC to go out into the world and be a light of hope. Jesus commanded the church to go! We believe our members should be “Empowered” to serve others and go beyond the church walls. We are revitalizing our Outreach/Street Ministry as we go out monthly to provide ministry to those in need. We also visit the Prisons weekly to provide hope to the incarcerated, while offering opportunities for those who are released to find a place in society. Further, the Evangelism Directorate has a robust weekly Food Bank program to feed the homeless and the Sunday Breakfast ministry that provides clothing and resources weekly.

We are also exploring ministry opportunities to our disenfranchised Veterans who are hurting and lost. Additionally, we have a benevolence and hospitality ministry that reaches out to our members who are bedridden or in hospitals. Moreover, we are excited about our Burnside Feed Outreach that provides food, clothing, and resources during the winter months. Our Van Ministry is designed to ensure those who have no means of transportation can still come to the house of the Lord on Sundays. For more information about the Evangelism Directorate please contact Elder Ron Williams at ronaldo.williams2017@gmail.com.

Family Life Directorate

We are excited about our newest directorate at HCC. The Family Life Directorate was created to provide critical ministry to the family and the whole person. This directorate consists of the Health and Wellness ministry, the newly formed Couples’ ministry, the Young Adult ministry, the Mature Adult Singles ministry, the College Ministry, the Family ministry, our new counseling center (to be launched in the future), and Celebrate Recovery ministry. Families are essential to the life of the church and we are committed to ensuring that we provide ministry to all who pass through our doors. For more information on the Family Life Directorate, please contact Pastor Cecil and Monisha Ramey, at cecilramey1@gmail.com.



Women Directorate



The HCC Women are on the move and determined to ensure they are reaching women for Christ through outreach programs and discipleship. The Highland women have quarterly women’s events such as retreats, conference speakers, dramatic plays and more. They also host a quarterly worship service at HCC and a weekly Bible Study. The Women’s Directorate is also home for the Mother’s Board, which is a ministry that is designed as a mentorship program for our younger women. For more information, please contact

First Lady Madeline Neyland at Maddie4931@aol.com.

Worship and Arts Directorate

Our Worship and Arts Directorate is critical to our first priority of “Connected!” HCC is determined to connect people to Jesus Christ and to each other through uplifting and inspirational worship. The heart of this directorate consists of our dynamic praise team and worship band. Additionally, the audio, video, and light technicians are critical to setting the atmosphere for worship at the highest level. The Worship and Arts Directorate is also comprised of the Women’s Choir, Men’s Choir, Youth Mime/Dance Team, the Praise Flag Coordinator, the Drama and Fine Arts team, Flag Ministry, and the Liturgical Dance. We are in the process of exploring the possibility of a new “Praise Choir” to back up the Praise Team and restart the HCC Choir. For more information on the Worship and Arts Directorate, please contact Minister Marquay Seamster, at Mseamster09@gmail.com.



Youth Directorate



Our Youth Program, affectionately known as the “War Room” is growing rapidly with a myriad of ministry opportunities for those aged 13 to 18, including the annual “Mid-Summer Swing,” the Wednesday Night Rally, and Sunday morning services in the War Room (Fellowship Hall). Our Youth department also oversees our “Kid’s Zone” on Wednesday nights (Wednesday Night Live) and Sunday mornings. The Kid’s Zone consists of educational ministries for Infants, ages 1 yr to 2yrs; Toddlers, ages 2 ½ to 5; and Children, ages 6 – 12 in the lower level of church. Deaconess Angela Briggs leads the robust Kid’s Zone. Additionally, our youth participate in a variety of outreach programs and community services. For more information, please contact our Youth Pastors, Israel and Sherani Hill at IHill@hcclive.com or SHill@hcclive.com.



Nonprofit Ministries (Haven)



In Dec. 2000, a 501C3 non-profit Corporation called Highland Haven was formed. Highland Haven serves distressed communities in North/Northeast Portland with several different social service programs. Highland Haven is a non-profit organization focused on educating and empowering youth. Highland Haven transforms the lives of promising youth and their families through dynamic collaborative programs which create a safe environment of self-directed and empowered individuals. The mission and goals of the Haven is to educate and empower, helping youth reach their potential to become self-directing and autonomous adults.

Highland Youth Leadership Academy (HYLA)



HYLA was birthed out of the program “Coaching Boys into Men.” It was designed to help the underprivileged and often disenfranchised gain valuable mentorship needed to transition into a productive citizen. In the program young men, called Ambassadors, learn valuable lessons such as, but not limited to effective communications, bullying and cyberbullying, self-discipline, taking initiatives, healthy lifestyle choices, respect, historical and cultural awareness. This year Highland is seeking to expand the program to include young women.

Our young women are especially targeted with imaging that pushes them to be more like the world for financial gain and fame, including selling one’s body to do so. Portland’s Violence and Prevention Office has stated that this is now a major challenge in Portland with our youth and is growing rapidly. This can ultimately lead to human trafficking and other heinous practices to the unsuspecting. Our endeavor in HYLA is to teach respect, dignity, cultural pride, and self-esteem to all of our youth who participate. We will stress the importance of higher education, financial independence, and entrepreneurialism. We want to create an atmosphere that equips young women and men to be the best they can be in our society.

Highland Access, Reentry and Recovery Program (HARRP)



HARRP was established at Highland United Church of Christ in Northeast Portland in December 2009 by a group of men and women wanting to make a difference in the lives of people getting out of prison. Most of these individuals had been in prison themselves. Many are now acting as professional drug and alcohol counselors or mentors, putting their experience to work to change lives. HARRP provides transitional services to formerly incarcerated persons and their families in order to increase public safety and awareness, empower families and strengthen the community. Services include mentoring released prisoners, in-prison education, educating and mentoring for the children and families of the incarcerated. HARRP’s goals are to help people in recovery and coming out of prison become successful, reunite with their loved ones and stay clean and out of trouble. We work primarily with people in the Portland Metro Area. HARRP also provides counseling and support to the families of the incarcerated and spiritual counseling.

Highland Youth Project Empowerment (HYPE)



Highland Youth Project Empowerment is designed to encourage our youth in the area of entrepreneurialism. The youth runs the Holy Ground Café at Highland. They learn management, leadership, accountability, and business practices while serving the Highland community. It is our hope that this endeavor will lead to increased educational awareness and business acumen and thus entrepreneurialism with our youth. The program is self-sustaining and uses grants for equipment and training.

Highland Youth African American Community Coalition (HYAACC)



Highland African American Youth Community Coalition creates a thriving community through collaboration, prevention, education, advocacy, and networking with African American youth, families and stakeholders. Highland African American Youth Community Coalition is a Multnomah County organization of people committed to addressing concerns with alcohol and drug use in our African American youth. We are students, researchers, professionals, educators, development workers, and most importantly, we are part of the community. The mission of HYAACC is to create a thriving community through prevention education, advocacy and collaboration with African American youth, their families and stakeholders.

Johnson Scholarship Fund



Johnson Family Scholarship Program is designed to provide educational resources to those qualified individuals at Highland Christian Center who are seeking higher education. The program was started by the late Rev. Sam Johnson Sr., Mother Opal Johnson, Dr. Richard Johnson and Mr. Wilmar Elliot and thus is named in honor of Pastor and Mrs. Johnson. We also provide an incentive for students who excel academically and recognize promotions from middle school and graduates from high school and college and universities. There is an annual banquet to raise funds. While we seek sponsorship and fundraisers to fund this endeavor, we encourage all Highlanders to participate financially in the most worthy scholarship program as we push education to change the vector of our young adults.



Strategy

Strategy deals with providing the intellectual framework for guiding the HCC team towards sustained success. The first imperative deals with the desired future and entails developing an objective, measurable picture of the future we want to create. The standard strategic model incorporates the “ends, ways, and means,” where **ENDS = WAYS + MEANS**. Ends are defined as the strategic outcomes or End State desired. Ways are defined as the methods, tactics, procedures, ministries, and strategies to achieve the ends. Means are defined as the resources required to achieve the ends, such as volunteers, infrastructure, funding, and time. This model helps an organization balance a desired End State with what its capacity will allow. As we began the strategy planning for Highland during our off-site meeting in August 2019 with the Executive Leadership team, we also conducted a Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT). This analysis helped us to put the entire ministry into perspective as we began to formalize the mission, vision, priorities, objectives, and measurements.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Christ-centered ➤ Potential for housing up to 2000 people in community (Growth) ➤ Central Location ➤ Property ➤ New Leadership ➤ Vision Casting ➤ Services (food bank, prison ministry) ➤ Strong core ➤ Desire to grow (motivation looking for direction) ➤ Strong beliefs (faith/doctrine) ➤ Gospel-oriented ➤ Community outreach ➤ Location ➤ New leadership ➤ Music/Worship ➤ Generate resources ➤ Building Usage ➤ Location ➤ Numerical growth ➤ Spiritual growth ➤ Past Leadership ➤ Growth ➤ Excitement ➤ 1250 seat sanctuary ➤ No mortgage ➤ African American cultural worship ➤ Vibrant Worship service ➤ Strong core of leader ➤ Structure/Organization 	<ul style="list-style-type: none"> ➤ Training (positions based on membership/tenure) ➤ Loss of younger generation ➤ Silo ministries/lack of communication ➤ Communication of decisions & changes ➤ Outdated processes (need paradigm shift) ➤ Attitude (accepting and adjusting to change) ➤ Core group vs “Clicks” ➤ Gap in communication ➤ Finding a place once they join...how do they get involved ➤ Talking about what we are doing ➤ Taking ownership of our house ➤ Flowchart – who do you go to for what ➤ Process/steps in place for discipline ➤ Building repairs ➤ Safety (parking lot lighting) ➤ Poor follow through & follow up ➤ Too many vacancies ➤ Lack of accountability ➤ Technology (web streaming/website) ➤ Lack of volunteers ➤ Parking ➤ Marketing ➤ Lack of commitment ➤ Communication ➤ Aging infrastructure

Opportunities	Threats
<ul style="list-style-type: none"> ➤ Ability to expand and grow (food carts, bookstore) ➤ Low-cost marketing ➤ Volunteers ➤ New members ➤ Disciple Path/Growth spiritually ➤ Follow up ➤ Launch of Youth (Growth/Draw) ➤ Opportunity to get involved ➤ Opportunities for other income/resources, i.e. S. Johnson building ➤ New hires ➤ Outreach ➤ Community partnerships ➤ Use/rental of vans ➤ Use building as event center ➤ Increase digital footprint ➤ Enhance communications ➤ Rent out space ➤ Working with other agencies/churches ➤ Stronger Brand (social media/TV/cable) ➤ Security training 	<ul style="list-style-type: none"> ➤ Lack of resources ➤ How we handle reputation ➤ Leaving unskilled people in positions ➤ The acceptance and inclusion of the world ➤ Religion/law vs Relationship/love ➤ Perception of church is limited to only “African Americans” attend HCC (Other ethnicities not accepted) ➤ Create language that hinders some/draws others ➤ Afraid of change ➤ Changes demographics ➤ Unchurched ➤ Homelessness ➤ Online Ministry ➤ Unchurched views ➤ Drugs/violence ➤ Protest of differing views in PDX ➤ Lack of integrity among religious leaders ➤ Declining church attendance ➤ The growth of Open & Affirming congregations ➤ Criminal activity

HCC’s Mission, Vision, and Priorities

A **Mission** Statement **defines** the organization's purpose, its priorities, objectives and its approach to reach those priorities and objectives. A **Vision** Statement describes the desired future position of the organization. Elements of **Mission and Vision** Statements are often combined to provide a statement of the organization’s purposes, priorities and values. Highland Christian Center is a thriving and growing multicultural worship center where God is glorified through authentic praise. All are welcomed to our sanctuary. We realize we must contextualize the Gospel in order to reach the lost in today’s world and to remain a relevant church. While we contextualize the Gospel we will not compromise on the very principles of the Word of God. Every growing church serves and builds around a theme or philosophy that drives the ministry. While the mission tells “what we do” and the vision outlines “where would like to be” or where we are going, the values describe “who we are” as a church and what we live by. A strategic plan requires Metrics or Measurements that track our progress. Objectives and Measurements are Specific, Measurable, Attainable, Relevant, and Time-bound (S.M.A.R.T). We will review and evaluate our Measurements with each objective quarterly. These metrics keep us focused and working collaboratively as a team for ministry accomplishments.



Mission

We are a Bible-centered, multicultural community church, empowered by the Holy Spirit and committed to discipleship to reach the lost and impact the world for Christ.



Vision

21st Century Ministry of Excellence



Priorities

CONNECTED

Connect people to Jesus Christ and to one another through empowered relationships



PURPOSED

Provide life-giving skills to enable believers to live to the fullest capacity



EMPOWERED

Equip the believer to serve others in the church and in the community

Core Values

LOVE...INTEGRITY...FAITH



Credo

Building Community and Changing Lives



HCC Priorities and Objectives

CONNECTED

Connect people to Jesus Christ and to one another through empowered relationships.

This priority is critical to the mission of Highland Christian Center. Connection is the key to a growing relationship in Christ. If we are connected to the Lord, then the other connections will follow. We strive to reach the lost, providing hope in a world that is filled with rejection and despair. The chart below outlines small increments towards reaching our priority of *Connected*.



Objectives	Measurements
1.1 Grow a dynamic worship service centered on winning souls for Christ through the development of community engagement, outreach, and family-oriented ministries	1.1.1 Grow worship service to 1K weekly attendance combined (Sunday Worship, Wednesday Night Live and Life Groups) by Fall 2020 1.1.2 Rebrand ministry to reflect changing demographics and multi-ethnic congregation
1.2 Develop and launch Foreign Mission Ministry through partnerships with International Christians agencies	1.2 Conduct a minimum of two (2) mission trips in CY '20 and establish on-going support connection with ministry, as led by the Holy Spirit
1.3 Build a robust Food Bank and Breakfast Ministry that provides both natural and spiritual substance for the disenfranchised	1.3.1 Feed 150 people weekly and 5K annually 1.3.2 Increase disenfranchised attendance in worship by 10% in CY '20
1.4 Launch outreach for Homeless Veterans to combat despair through connecting veterans to resources and benefits	1.4 Connect at least 10 Homeless or Displaced Veterans to the VA in CY '20
1.5 Strengthen HCC Prison Ministry to counter recidivism through program development designed to provide training, education, and job placement in both Men and Women's Ministries	1.5 Enable 50% of all released inmates to transition into society successfully and not return to prison in CY '20
1.6 Build Life Group Ministry for growth in Christ, connection to one another, and development in personal well-being	1.6 Launch 25 Life Groups with at least 150 in attendance weekly in Fall 2020

PURPOSED

Provide life-giving skills to enable believers to live to the fullest capacity. HCC believes we must help the believer to reach their highest potential. Thus, ministry must be designed with that end in mind. We endeavor to help each person feel purposed in their calling to serve in the church. The objectives and measurements below outline small increments towards reaching our priority of *Purposed*.



Objectives	Measurements
2.1 Develop and launch both Mature Adult Singles and Young Adult Singles Ministries to provide healthy alternatives, connection, and direction	2.1 Conduct a minimum of four (4) meetings and/or events in both the Mature-Adult and Young-Adult Singles ministries in CY '20
2.2 Create a dynamic Couples Ministry to fortify relationships and build families	2.2 Conduct a minimum of four (4) meetings and/or events in CY '20
2.3 Develop a robust Family Ministry through outreach events designed to strengthen families and build strong family households	2.3 Conduct a minimum of two (2) events in CY '20
2.4 Develop a College Ministry to prepare students for educational growth and serve as an outreach platform to local colleges	2.4 Connect at least 10 Homeless or Displaced Veterans to the VA in CY' 20
2.5 Increase Children (Kid's Zone) and Youth Ministries (War Room) through intentional worship services and programing designed specifically around their needs	2.5 Increase attendance in the Kid's Zone and War Zone by 25% in CY '20
2.6 Create a growth track for our Children and Youth through strong Mentoring and Educational opportunities for all ages	2.6.1 Apply for "Haven" grant in CY '20 2.6.2 Launch the Highland Leadership Youth Academy (HLYA) for boys and girls aged 5 to 13 years old by Fall 2020 2.6.3 Launch Highland Christian Academy (HCA) for children aged 6 weeks to 5 years old by Summer 2020
2.7 Develop recovery ministry for those suffering loss, addiction, and abuse through Celebrate Recovery Ministry	2.7 Conduct a minimum of four (4) meetings and/or events in CY '20
2.8 Create a Personal Development and Small Business Ministry through seminars and workshops designed to empower and strengthen entrepreneurialism	2.8.1 Conduct a minimum of two (2) meetings and/or events in CY '20 2.8.2 Coach and enable at least two (2) new businesses with HCC members in CY '20

EMPOWERED

Equip the believer to serve others in the church and in the community. The mission of the church is to go and make disciples, baptize them, and teach them what the Lord has commanded us. To accomplish this, the church must be equipped and empowered for service. The objectives and measurements below outline small increments towards reaching our priority of *Empowered*.



Objectives	Measurements
3.1 Enhance Executive Ministry Directors and Team Leaders development through a targeted training program designed to equip for ministry	3.1.1 Train 90% of Staff, Executive Ministries, Team Leaders, and Volunteers on the HCC Strategic Plan and ministry effectiveness in CY '20 3.1.2 Increase ministry volunteerism by 25% each quarter in CY '20
3.2 Create recurring training for Ministerial Leaders to develop their gifts and talents to serve in the church and the community	3.2 Train 80% of all Ministerial Leaders monthly in CY '20
3.3 Launch an Aspiring Ministers Training to grow future church leaders for service	3.3.1 Recruit, train, equip, and License 10 Ministers no later than Winter CY '21 3.3.2 75% of those in training complete the one (1) year training and become licensed in CY '21
3.4 Develop a robust New Members curriculum designed to acclimate members to Highland and connect them to serve within the ministry	3.4 Seventy-five percent (75%) of all New Members attend the 6-week "Surge" class and serve in a HCC ministry in CY '20
3.5 Create curriculum for New Believers to assist them in connecting to the ministry and gain commitment to HCC	3.5 Fifty percent (50%) of all New Believers and/or Rededicated attend the 4-week "Journey" class and remain at Highland in CY '20
3.6 Develop a robust Deacon and Deaconess training schedule	3.6 Recruit, train, equip, and Ordain 10 Deacons and/Deaconesses no later than Winter CY '21

Challenges and Constraints

In any strategic plan there are inherent challenges with implementation. There are several major challenges that could impede how we deal with the strategic focus and problems in completing the objectives, measurements and fulfilling vision for our ministry.

Membership and New Believers Commitment



While we have seen tremendous membership growth with approximately 150 families joining Highland in 2019, we are still challenged with keeping those who have joined HCC to remain committed to attend worship weekly and get connected. We have implemented a (6) six-week New Members' Class to encourage those who make the decision to join Highland to remain a viable part of our growing ministry. Additionally, when a new member joins Highland we have set up checkpoints to ensure they feel connected. Upon the initial declaration of membership, the new member is counseled one-on-one with an Altar Worker who then introduces the member, if possible, to the "Surge" Instructor.

The Surge Instructor personally invites the new member to the six-week class. Within 24-hours the new member is called by office staff to welcome them to Highland and invite them to the Surge. Moreover, they receive a signed letter within seven (7) days from the Senior Pastor thanking them for joining HCC and inviting them to the class. During the class the new member is introduced to HCC's history, polity, statement of faith, bylaws, ministry opportunities, spiritual gifts assessment and membership expectations. Finally, the new member is encouraged to join an HCC ministry compatible with their spiritual gifts.

Similarly to those who are new members, those who have surrendered to Christ also find it difficult to remain connected to the church. The same checkpoints are used to ensure that those who become first time believers or those who rededicate themselves to Christ are shown the greatest care upon their confession of faith. Again, within 24-hours the new believer/rededicated person is called by office staff to congratulate them on their confession of faith and invite them to the "Journey." Moreover, they receive a signed letter within seven (7) days from the Senior Pastor thanking them for committing to Christ and inviting them to the class. We have implemented a (4) four-week course, the Journey, for all first-time believers or those who rededicate themselves to Christ. The goal of the course is to ensure we connect those who made a confession of faith to discipleship and growth. As with the new members, they meet with a counselor one-on-one to ensure they understand the decision they have made in faith-walk. When possible, the new believer/rededicated believer is then introduced to their Journey Instructor who greets them and invites them to the Journey class. The class is centered on the basic principles of walking as a believer after Christ.

While we have a robust new member orientation program and new/rededicated believer program, a major hurdle is persuading the new member and the new believers to attend the membership/discipleship class and get involved in ministry. Even with the checkpoints listed above in place, getting the membership and new/rededicated believers commitment remains a daunting task. Despite the challenges, we will continue to reach out to new members and new/rededicated believers alike and strive to make HCC the place to be. We firmly believe Highland Christian Center will continue to grow through Love, Integrity, and Faith.

Limited Resources and Economic Challenges

Highland has come a very long way since the early 1900s. The church locations and demographics have changed over the years. As noted in the church history, there were times when Highland almost closed its doors due to limited resources and economic challenges. In the past 13 years, Highland acquired a large, modern facility on 7600 Glisan Street that is filled with new challenges, successes, and opportunities. While the large mortgage is no longer a great burden for the facility, Highland must maintain a strong membership to meet the ever-growing ministry needs and rising costs to conduct ministry. Our ever-evolving ministry requires the needed resources to ensure we are able to meet our mission, vision, priorities, and objectives. Simply put, we cannot move forward with this strategy without increased resources. To move ahead, we must spend with intentional stewardship and determine to save and invest more to increase our ministry impact.

Highland is at a critical juncture with regards to needing to move forward with infrastructure repairs with costs estimated at \$450K. These repairs and maintenance have been deferred repeatedly over the years. The Operations Manager has put together a package of needed repairs, including, but not limited to replacing oven ventilation system, mitigating mold, repairing and painting exterior walls, replacing dilapidated seating in main sanctuary, purchasing security fence, replacing flooring and torn carpet, and repairing Audio Video equipment. HCC has not been in the position in the past to remedy the situations through either a loan or sale of property. We do not have the reserves to execute such a huge undertaking at this time unless we were to take out a business loan for repairs or leverage the sale of existing properties for funds.



Opportunities

Highland Christian Academy (HCA)



Highland has many opportunities on the horizon to aid in executing this strategy. There is an opportunity to gain revenue through the Highland Christian Academy (HCA). Education of our children is a priority at Highland. HCC has always been in the forefront of reaching out to the community to make a difference in every child's life through mentorship, education, and developmental programs. Child development ties directly into HCC's priority of "Empowerment." Education is the vehicle for empowerment. We currently do our best to educate children through the Kids Zone on Wednesday Nights and Sunday mornings to become followers of Christ. Highland Christian Academy (HCA) provides a direct method to educate our children from

the earliest ages and provide needed child development services to our community. Our main goal is to help children become followers of Christ. HCA will begin the critical foundation for the future of the church, our children. We want to create a "safe environment" that is faith-based where a parent feels at ease in leaving their child, not just physically, but emotionally and spiritually as well. HCA has a three-fold purpose and will greatly impact our ability to educate and care for our children at HCC and in the community.

First, Christian education and discipleship is a mandate from the Bible and we at HCC must strive to do our best to fulfill that requirement through discipleship, development, and growth of the younger generation. HCA ties directly into our mission statement and third priority, "Empowerment!" The Bible says, *"Train up a child in the way he should go; even when he is old he will not depart from it"* (Proverbs 22:6, NIV). *"All your children shall be taught by the LORD, and great shall be the peace of your children"* (Isaiah 54:13, NIV).

Second, Portland's Faith Based Initiatives Office recognizes programs such as HCA as a "Prevention Program" with positive social development for our children in the community. The lack of education and a positive environment is an identified shortfall for our children and youth today who are in the early development stages. Studies show that if we can educate our children with a positive experience at the youngest of ages, positive results happen in society. While HCA is designed to be totally financially independent with minimum startup costs, the "prevention" factor may allow our HCA to gain funds up to \$4.5K annually from city-provided grants.

Third, HCA will also contribute to the financial growth of HCC and greatly aid in our long-term five-year plan to gain \$3M within five years. Startup costs are minimal with most resources already in place in the Kids Zone and with the Albina Playground as a part of the HCC campus. Estimated total startup costs are less than \$3K. The Early Learning Division (ELD) inspected the Kid's Zone for compliance and officially approved HCC for licensure for up to 64 children. If we cross some hurdles the grand opening could be as early as the summer of 2020.



A long-range vision (5 year plan) includes starting a fully operating HCA for Pre-K to the 8th grade. The intent is to educate our children and counter the worldly influence that is so daunting to our children youth of today. The vision is to infuse our children and youth with the highest quality of education and introducing them to Christ. We believe education will change their lives and break the heavy weight of poverty. When we defeat poverty through education, we also will mitigate criminality, violence, and substance abuse that captivates so many of our youth. We want to empower our children and youth to achieve all they can and become the leaders of the future. This will take great planning and startup costs for such an endeavor. However, we are confident in God's ability to do the impossible. The Bible reminds us not to despise the days of small beginnings.



Sale of Highland Youth Annex

Another opportunity that is presented to Highland within the next 13 months is to leverage the pending sale of our church annex that will net \$300K in early 2021. The sale of this property will alleviate the need for any type of loan. Those funds will be a great help to pushing the vision forward. If the Executive Board and Congregation approves, there is also an opportunity to expedite the sale of the property at the publishing of this document for \$254K. While this may seem unwise on the surface, it is a true opportunity to execute this strategy. It will allow for needed repairs while not incurring debt and/or monthly payments. On the surface, the loss of \$46K up front seems like a large amount, but that amount is less than any loan payment for a similar amount. Deferring the maintenance will most likely increase the costs of repairs 13 months from the publishing of this document. This is an opportunity that must be considered by the leadership and congregation of the church.

Growth through Discipleship and Life Groups

Finally, with 130 new members and/or families joining the church in the last 12 months, it is clear that God is growing our worship service. This presents more opportunity for our more than 60 ministries at Highland. We need more workers and church growth can fill that need. Further, we have seen tremendous opportunities for discipleship with the more than 146 new believers and those who rededicated their lives to Christ. We have baptized over 70 individuals who made a public demonstration of their faith. We must continue to leverage this growth for the furthering of the Kingdom. Further, we have launched seventeen (17) Life Groups in the Spring Semester of 2020. These groups are diverse and reach an average of 100 per week. The goal is to provide opportunities for evangelism, Christian discipleship, and eventually growth at HCC. If we can get the new members, new converts, and Life Group attendees to connect and plug into HCC, it will make a great difference to our capacity and capability.

Partnerships with Community

There are several community opportunities to enhance the mission and vision of Highland. We will endeavor to continue the legacy of connection with the community built by the late great Pastor Hardy and those who have gone on before him at Highland. Some of those community partners include, but are not limited to the Community Peace Collaborative, universities and colleges, Oregon Community Foundation, the Mayor's Commission on Violence Prevention, and the State Criminal Justice Commission. Each of these organizations present unique opportunities for HCC in carrying out our priorities and objectives in building community and changing lives. Some of these partnerships will aid HCC's nonprofit organizations through financial assistance.

Risks and Costs

Inherent Risks

Safety remains a major concern at HCC. We have had a recent uptick of violent crime in our neighborhood. For instance, we have experienced two (2) “lockdowns” in 2019 and several vehicle vandalisms. This has given us great concern for our children and families in particular. Further, in 2019, the Board approved and received quotes to place new gates on our property for security reasons. However, we have not purchased the gates at this time, but intend to do so in 2020. Not only are we concerned with crime in our neighborhood, but the Portland Police have issued warnings to local churches. Our staff has attended some of the seminars that deal with rising threats to churches to better prepare for possible actions against HCC. Thus, we have implemented formal undercover security on the grounds due to the emerging threats against churches and changing demographics. We will continue to expand our security department to ensure our congregation, children, and youth are safe during their worship experiences.

Parking cars far distances also pose a slight risk to our congregation as well. As noted, we have had several vehicle vandalized and the further away from the church the more vulnerable the cars may be. Additionally, we want to provide safety for those who walk long distances after parking their vehicles. The identified parking lots that we have secured and the new shuttle ministry are major steps in ensuring safety of our members and their families. We encourage our congregants to take advantage of the new shuttle ministry and park in our designated lots to lower the risks of crime.

Ministry Costs

It is no secret that it costs money to implement any strategy. Highland has walked by faith to get to this level in ministry and God has always provided. The giving, sacrifices, and unselfishness across the board has been second to none. As we build on the legacy of those gone before us, we must change our paradigms with finances. We can no longer only rely on the “Tithes and Offerings” to sustain the church. While we encourage every member and believer alike to give as the Lord has blessed them to give through their Tithes and Offerings, we realize that it will not always meet our budget for our growing congregation. We are eternally grateful to every person who gives to Highland to make the mission, vision, and priorities possible.

This plan outlines efforts to help Highland to become the “lender” and not the “borrower.” Our end state is to have \$3M in our reserves for ministry in the next five (5) years. To accomplish this long-range plan, we have to shift our paradigms from an operations standpoint. Highland has an annual budget of \$1M a year. To run an organization such as this we must make fiduciary responsibility the highest priority. Thus, we have implemented a “line item” budget to enhance this process in 2020. All ministries have submitted budgets to operate within. Funds received must be accounted for and planned out in advance. Further, we have implemented the “Covenant Card” to encourage the Highlander to commit to consistent giving to the church. We don’t put a minimum or maximum but ask that every congregant give their Tithe and Offering as the Lord has blessed them. All too often we as believers don’t give consistently and the Covenant Card is designed to help in the commitment of consistent giving. The average percentage of Tithers in churches across America is 8%. Additionally, we will continue to rent out the facility on a recurring basis to offset overhead expenses of the church. Finally, we are exploring the possibility of the Highland Christian Academy (HCA) as noted above. We have the facility space to provide Christian Education and it is a great resource to increase our revenue while providing discipleship, mentorship, and development of our children. Understandably startup costs are a reality with any new operation and those must be accounted for in our plan of operations. Our end state is to take every action to gain financial stability to allow for greater expansion of the Kingdom of God and to become more ministry-centered in our spending.

Conclusion



This strategic plan is a living document that captures the current pulse of HCC. While we cannot place everything in the document, it sets a clear path to where we are going. This document is a part of our ongoing planning process and will be refined and changed as needs arise. The Bible says to write the vision and make it plain! This plan outlines a clear mission and vision as we move forward and never backwards. The priorities, objectives, and measurements will help us to reach our ultimate goal of glorifying God in the work we are doing. 2020 will be a year of development, restoration, and growth. We are not only committed to seeing every person at

Highland prosper spiritually, emotionally, and physically, but we are intent on going outside of the walls of the church to reach the lost and provide hope to the hurting through the ministries outlined in this plan. We will grow upwards, outwards, downwards, and inwards as we follow the will of God for such a time as this. We need your support to make this strategic plan a reality. Discipleship and equipping the saints for ministry allows us to be an ever-expanding church as we go forward to reach a broken-world. Your Highland leadership team is committed to empowerment, discipleship, and evangelism and we are committed to the work of the Kingdom of God as we go forward in building community and changing lives.

