**TABOR COMMUNITY SERVICES**

**STRATEGIC PLAN**

**2016-2019**

**Tabor’s Mission, Vision, Values and Heritage**

**Mission Statement**

To help strengthen the Lancaster County community by giving people the tools and inspiration to meet their housing and financial challenges and by revitalizing our surroundings.

**Vision Statement**

Tabor will help build a strong and united Lancaster County community in which all people have the opportunity to live in decent affordable housing and be financially self-sufficient. Tabor will also help to make the part of the city in which it is located a desirable place to work and live.

**Core Organizational Values**

* Commitment to treating clients with respect and dignity and empowering them with tools to help themselves.
* Dedication to strengthening the Lancaster County community in ways that unite us and make it an even better place to live and work.
* Excellence in the quality of our services and programs.
* Accountability for clients in assuming responsibility for their lives. Accountability for Tabor in helping clients and the community achieve results.
* Commitment to valuing the diversity of clients and the community and developing knowledge and skills to address their needs.
* Careful and strategic use of the resources we are given to fulfill our mission.
* Commitment to building a work environment in which staff are treated with respect and fairness and their contributions are valued.

**Tabor’s Heritage**

Tabor was established in 1968 by members of the Lancaster County Mennonite Community in response to racial discrimination in housing in Lancaster and to help families with low incomes find housing and manage their finances. The founders were led by the scriptural call to demonstrate their faith and concern for others through action and to work to eliminate the forces that can divide us as a community. Since then, Tabor has developed a wide array of services that help people find solutions to their housing and financial challenges. The organization has also initiated community revitalization projects in the part of Lancaster City where its offices are located.

Tabor became a HUD approved Housing Counseling Agency in 1971 and a certified member of the National Foundation for Credit Counseling in 1988. It has been continuously accredited by the Council on Accreditation since 1998.

Tabor has been recognized for excellence in its programs and service to clients and the Lancaster community by the National Foundation for Credit Counseling, the National Alliance to End Homelessness, *Central Penn Business Journal*, the Lancaster County Board of Commissioners and Planning Commission, the Pennsylvania Housing Finance Agency and Millersville University.

**Operational Mission**

Having defined a Mission for the organization, the **Operational** Mission describes “what we are going to do, and what will be the unique role of this organization in carrying out the mission, and addressing the needs we have identified” (Rangan, 2004).

**Operational Mission Statement**

Tabor will assist clients in learning how to meet their housing and financial challenges by:

1. Providing supportive services designed to assist clients in retaining their housing.

2. Providing emergency and transitional housing and supportive services intended to help people experiencing homelessness find, move into and retain permanent housing.

3. Providing permanent housing and supportive services for specific populations who have previously experienced homelessness.

4. Providing information and helping clients develop skills (budgeting, saving, financial literacy, debt management, asset acquisition and other person financial management financial skills) that help them effectively manage and build their financial resources and make progress toward financial self-sufficiency.

Tabor will contribute to revitalization of the area of the city in which it is located by:

1. Initiating property improvement activities, encouraging and facilitating the investments of others and supporting initiatives of residents designed to make it a more attractive place to live and work.

**Strategic Platform**

The core of the strategic platform consists of the Mission and Vision which have been defined for the organization. The Operational Mission and set of Strategic Initiatives are formulated around that core.

There are four pillars which support the strategic platform. Each pillar has a group of strategic commitments/principles/guidelines and defined questions which serves as a frame of reference for Tabor in setting strategic direction, making strategic decisions and in making judgments about any program or initiative.

The four pillars are:

1. Client and Market Development
2. Program Service and Delivery
3. Funder and Donor Development
4. Organization Development and Governance

Strategic Initiatives – 2016 – 2019

**Client and Market Development**

1. Develop and implement strategies that seek to have the population of those receiving Tabor’s services reflect the demographic composition of Lancaster County.

**Program Service and Delivery**

1. Further develop and expand Housing Counseling programs in cooperation with the Lancaster County Coalition to End Homelessness (LCCEH).
2. Explore in conjunction with LCCEH new initiatives for:
3. Assisting the wider population of those experiencing homelessness who are not currently served;
4. Ensuring there is sufficient capacity for family emergency shelter in the County.
5. Explore options for increasing the availability of affordable rental housing units in collaboration with landlords/property managers and/or Tabor acquiring properties for the purpose of leasing them at rates affordable for low income households.
6. Further develop and expand the services provided through the Barshinger Financial Empowerment Center.
7. Develop with other agencies and within Tabor, as appropriate, collaborative partnerships for providing services.

**Funder and Donor Development**

1. Successfully complete 50 for 50 Campaign with emphasis on growing endowment.
2. Plan and implement activities around 50th anniversary celebration in 2018.
3. Plan and implement activities designed to attract new donors and particularly those who are under the age of 40.
4. Enhance online profile of Tabor through re-design of website, enhanced use of social media and increased online giving.
5. Increase resources for Barshinger Financial Empowerment Center.
6. Strengthen social enterprise initiatives (Home Program, explore new possibilities).
7. Strengthen cultivation of faith based community, businesses and colleges.
8. Develop structure to support recruitment and management of volunteers.

**Organizational Development and Governance**

1. Develop and implement strategies that seek to have the composition of staff reflect the demographic characteristics of client population.
2. Conduct survey of IT staff need to fulfill their responsibilities and implement strategies designed to meet the needs as appropriate.
3. Develop plans to ensure adequate coverage during temporary absence and/or following the departure of members of the Management Team, Division managers and Program Supervisors.
4. Successfully complete reaccreditation process with COA.
5. Conduct inventory of capital needs of properties used for program purposes and those used for other purposes, develop and implement strategies to address the needs.
6. Increase levels of Board engagement through:
7. recruiting new members
8. diversifying Board composition with respect to gender, race and ethnicity
9. developing and reporting data on key performance indicators
10. enhancing meetings with additional reports from staff and community representatives and time for in depth discussion of strategic issues

Annual Goals and Objectives

Specific goals/objectives will be developed for each of the Strategic Initiatives listed above in each of the years of the 2016-2019 planning period.

Rangan, V.K. (2004, March). Lofty Missions and Down-to-Earth Plans, Harvard Business Review, Reprint R0403.

Approved by Board of Directors February 25, 2016