



COBYS Family Services
Strategic Plan
2025-2030

COBYS Family Services Vision Statement – Serving Hands. Caring Hearts. Fostering Hope.

COBYS Family Services Mission Statement - Motivated by Christian faith, COBYS Family Services educates, supports, and empowers children and adults to reach their full potential.

COBYS Family Services Core Values –

LIFE IS SACRED – Believing that all people are created in the image of God, we recognize the inherent worth of each client by exhibiting empathy, compassion, and respect.

INTEGRITY – We strive to be honest, authentic, and trustworthy in saying what we mean, matching our behaviors to our words, and taking responsibility for our actions.

FAITH – Jesus is Lord of our organization. We trust him to provide for our ministry’s needs and to empower transformation in our own lives and in the lives of those we serve.

TEAMWORK – Respecting our unique contributions, we value and care for each other, both personally and professionally, and enjoy working and growing together.

SERVANTHOOD – Servant leadership is reflected perfectly in the life and person of Jesus Christ. We seek to integrate the highest standards of professionalism with Christ’s example of joyful service.

COBYS Family Services is a social services agency providing foster care, adoption, counseling and family life services to children and families in south-central Pennsylvania.

COBYS began as the Church of the Brethren Youth Services in October 1979. The first office was located at Hempfield Church of the Brethren and the first caseworker was hired in February 1980.

Significant financial concerns were present at COBYS in the early years of the organization. COBYS faithfully continued to provide services to those in need and the organization began to grow. A boys group home, counseling and family life education were soon added to better meet the needs of communities.

In 1990, the name was officially changed from Church of the Brethren Youth Services to COBYS Family Services. The organization then moved to the “Old Mill” on Oregon Road. Growth continued throughout the 1990s and COBYS soon added a development department and a permanency unit. The boys group home also closed during this period, while a teen mother and child group home opened.

COBYS continued to grow and change throughout the 2000s. Post-permanency services began in 2003 and the Permanency unit relocated to 134 E. King Street in Lancaster. While growth was prevalent, in 2011 the teen mother and child group home closed. In 2018, the organization purchased 444 Murry Hill Circle and moved all placement services into this location. As changes in operations and child welfare continued to occur, COBYS reorganized in late 2024/early 2025. Counseling moved into the 444 Murry Hill Circle location and business services moved to a leased space at 1891 Santa Barbara Drive. 1417 Oregon Road, the “Old Mill,” was sold.

COBYS Family Services has a long history of serving children and families in a manner that reflects the love of Christ. COBYS Family Services, through the goals set in this strategic plan, is creating opportunities for long-term success for the next forty years and beyond.

Members of the COBYS Family Services Strategic Planning Team

COBYS Family Services Employees

J. Michael Lausch, Ed.D., Executive Director

Abby Keiser, Director of Family Life Services

Anne Stokes, Director of Development and Communications

Cindy Umberger, Director of Business Operations

Mary Sourber, Director of Placement Services

Bethany Kauffman-Raub, Human Resources

Tim Strawser, Human Resources

Doug May, Development and Communications

Lisa Teeter, Business Office

Jen McDowell, Supervisor, Adoption

Mik Martinez, Permanency

Amanda Mitchell, Foster Care

Rosie Good, Counseling

Kristin Kuhn, Resource Home

Janice Burkhart, Resource Home

Rose Strawser, Family Life Education

Courtney Beiler, Supervisor, Foster Care

COBYS Family Services Board of Directors

Becky Fuchs

Kelli Wenger

COBYS Family Services Donors

Audrey Myer

Lisa Reinhart

COBYS Family Services Resource Parents

Babak and Beckie Iranmanesh

Joel Latshaw

Community Members

John Paul, Hempfield School District

Cedric Adams, Fulton Bank

Keith Fox, Penn Medicine

2025-2030 Strategic Plan Goals, Action Steps, and Estimated Timeline for Goal Commencement

Goal 1 - Enhance internal communications to create a more engaged, informed and collaborative workforce.

Action Steps:

1. Organizational understanding and use of SharePoint. (2025)
2. Creation of an intranet; a common repository for information and communication. (2025)
3. Restructuring of “What’s Up, COBYS?”, an internal staff newsletter. (2025/2026)
4. Survey employees regarding communication strategies and utilize survey data to improve internal communications. (2026)

Goal 2 - Enhance external communications to strengthen relationships with clients and effectively convey our vision, mission and values.

Action Steps:

1. Exploration of new advertising opportunities to promote exposure of COBYS in the communities we serve. (2025)
2. Expanding connections with leaders in the communities we serve. (2025)
3. Develop and produce a COBYS Family Services promotional video to better tell the story of COBYS (will also be used internally in new employee induction). (2025/2026)
4. Engage in a social media campaign to promote our vision, core values and fundamentals. (2026)

Goal 3 - Improve the efficiency of organizational processes to enhance productivity, reduce waste and streamline operations.

Action Steps:

1. Development of written procedures and expectations for placement services. (2025)
2. Develop and implement professional development related to organizational unity. (2025)
3. Create an organizational directory to assist in day-to-day operations. (2027)
4. Build a career ladder for placement services, that includes additional responsibilities, to create opportunities for leadership and improved operations within each unit. (2027)

Goal 4 - Enhance donor appreciation efforts to strengthen relationships, increase donor acquisition, and foster a culture of gratitude.

Action Steps:

1. Partner with an advertising agency to discern the best methods to gain exposure of the COBYS Family Services organization and to expand the donor database. (2025)
2. Review donor communications to assure the materials achieve an appropriate balance of donor appreciation and fundraising efforts. (2025)
3. Explore ways to honor donors at different tiers of giving. (2026)