Society of St. Vincent de Paul

Archdiocese of Galveston-Houston

FY2027–FY2029 Strategic Plan Overview

Society of St. Vincent de Paul Galveston-Houston | October 1, 2026 – September 30, 2029

Vision

This is a community actively living their faith by loving and providing hope to neighbors in need. A future where access to financial and social resources is not limited by where one lives is what Vincentians envision. By 2029, the Society of St. Vincent de Paul Galveston-Houston will be recognized across the Galveston- Houston region as a spiritually grounded and mission-driven network of Conferences that develops servant leaders, expands compassionate service in underserved areas, and helps neighbors move from crisis toward stability with dignity and hope.

Executive Summary

The Society of St. Vincent de Paul is a 501c3 non-profit organization established with the Archdiocese of Galveston-Houston in 1871. It includes a network of more than 50 chapters, known as **Conferences**, with over 1,900 volunteers, known as **Vincentians**, and a large network of food & clothing pantries. As One Society, all members work synergistically with community organizations to provide financial assistance that ensures homelessness is prevented, utilities remain connected, and food is kept on the table.

Inspired by Gospel values, members of the Society of St. Vincent de Paul Galveston-Houston grow spiritually through person-to-person service to all in need in the community. Actions promote the dignity of people, alleviate suffering and distress, and address the conditions that cause suffering through systemic change. SVdP Galveston-Houston is entering FY2027–FY2029 with a determined plan to strengthen its volunteer member network, expand services, deepen member formation, build strategic partnerships, and steward financial resources for sustained mission impact. Grounded in the essential Vincentian elements of *spirituality*, *friendship*, and *service*, this plan positions the organization to meet the growing needs of the communities served while demonstrating accountability, clarity, and outcomes stakeholders expect from high-performing nonprofit partners. This plan enables investment in a practical, community-rooted strategy that will increase access in underserved areas, improve the consistency and quality of home visits, and build sustainable resources for long-term service delivery. Mission fidelity is combined with efficient execution that includes goals, objectives, phased implementation, measurable outcomes, quarterly monitoring, and governance accountability.

Strategic Goals

1. Strengthen health and vibrancy of Conferences.
2. Expand the Society's mission within the Galveston-Houston area.
3. Enhance membership formation.
4. Build high-impact partnerships.
5. Stewardship Council financial resources for sustainability.

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Goal 1: Strengthen health and vibrancy of Conferences.

Objective: Build effective and sustainable Conferences that attract, form, and retain members equipped for compassionate service.

Key Priorities

1. Strengthen Conference leadership.
    - Launch leadership development and succession planning to prepare the next generation of Conference leaders.
    - Ensure all new officers complete leadership orientation within 6 months of assuming office.
2. Strengthen membership and Conference vitality.
    - Increase membership by 5% each year.
    - Increase younger and diverse memberships.
    - Expand Conference work.
    - Improve member retention.
3. Strengthen Conference effectiveness through assessments and support.
    - Implement 3-year assessments for continuous improvement.
    - Develop and implement improvement plans.
    - Increase measurable improvement between assessment cycles.
4. Share best practices to increase effectiveness.

Outcomes by 2029

1. 90% of Conferences maintain a documented succession plan.
2. 90% of Conferences evaluate the effectiveness of leadership development.
3. Maintained 100% completion of leadership orientation.
4. 15% cumulative retention of members.
5. 15% cumulative increase of younger and diverse members.
6. 75% of Conference increase participation in other Conference works.
7. 20% improvement between assessment cycles

Goal 2: Expand the Society's mission within the Galveston-Houston area.

Objective: Extend compassionate, person-to-person assistance to underserved communities and broaden programmatic reach so more neighbors can move toward stability and self-sufficiency.

Key Priorities

1. Expand presence in underserved communities.
    - Increase presence by expanding Conference coverage and service capacity.
2. Growth in systemic change.
    - Increase participant engagement.
    - Increase participant progression through all phases of Getting Ahead Program.
3. Focused communication strategies.

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    - Increase awareness and visibility
4. Complete revitalization of nine Conferences serving underserved communities.
5. Develop a non-traditional Conference service model to reach communities where a standard model is not yet viable.
6. Expand systemic change initiatives that help neighbors address root causes of poverty and instability.
7. Launch a coordinated public relations campaign that increases awareness, referrals, volunteer engagement, and donor confidence.
8. Identify, prioritize, and activate three high-impact partnerships aligned with urgent neighbor needs.

Outcomes by 2029

1. Expanded geographic coverage of direct service and neighbor support in six additional Conferences.
2. Expanded geographic coverage of direct service and neighbor support in 10 additional zip codes.
3. Established three new Conferences.
4. Increased participant progress toward stability and self-sufficiency.
5. Increased visibility of the Society's mission, programs, and investment opportunities.

Goal 3: Enhance Member Formation.

Objective: Establish a consistent and scalable formation structure that deepens Vincentian spirituality and improves service quality.

Key Priorities

1. Ongoing Formation Engagement
    - Strengthen through continuous Council-level opportunities consistent with mission.
2. New member formation and orientation
    - Ensure all new members complete orientation within six months.
3. Advance formation and assembly access.
    - Expand access to National SVdP opportunities to deepen spirituality and develop leadership.
4. Formation Capacity and District Sustainability
    - Build sustainability throughout the Council.

Outcomes by 2029

1. A minimum of four events annually.
2. 30% increase in participation over the 2027 baseline.
3. 100% use of Vincentian reflections at the Conferences.
4. 100% completion rate of Ozanam Orientation within six months of joining.
5. 50% increased National SVdP participation over the 2027 baseline.
6. 100% of members participating in National SVdP events share key learnings.
7. 100% of Districts have trained facilitators, presenters, and coordinators.

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Goal 4: Build High-Impact Partnerships.

Objective: Enhance capacity through partnerships with organizations that align with SVdP mission, vision, and values.

Key Priorities

1. Strengthen relationships with mission aligned organizations
    - Establish and maintain formal collaborative relationships aligned with priorities and ability to serve.
    - Develop and adopt partnership guiding principles.
2. Expand Conference capacity through strategic partnerships.
    - Increase Conference awareness and utilization of *Community Resource Guide* to strengthen referrals.
    - Increase Conference knowledge and access to community resources to enhance service delivery.
3. Foster collaboration across the Vincentian community and communities served.
    - Increase collaboration to share best practices of initiatives.
    - Strengthen collaboration to advance the Society's mission and community awareness.
    - Improve communication and coordination to support a unified mission.

Outcomes by 2029

1. 10 active partnerships
2. 100% CRG training of Conferences
3. Annually reviewed partnerships to ensure accessibility and responsiveness.
4. A minimum of 2 annual education opportunities.
5. A minimum of 2 satisfaction and outcomes evaluations.
6. 10% increased Conference satisfaction.

Goal 5: Stewardship Council financial resources for sustainability.

Objective: Ensure financial resources are stewarded to advance the mission, priorities, and long-term sustainability.

Key Priorities

1. Support strategic priorities through responsible stewardship.
    - Allocate funds to an endowment.
2. Provide targeted financial support to underserved, emerging, and revitalizing Conferences.
3. Develop revenue-generating initiatives, donor engagement strategies, and fundraising events that align with mission priorities.

Outcomes by 2029

1. Increased financial capacity for Conferences and underserved communities.
2. Greater confidence for funders and donors.

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Roadmap of Milestones

Year 1 (FY2027): Foundation and Alignment

- Establish accountability frameworks, owners, timelines, and reporting cadence.
- Launch initiatives to support priorities.
- Begin partnership identification.
- Establish baseline performance dashboard.

Year 2 (FY2028): Expansion and Integration

- Scale recruitment and modernization efforts.
- Expand services and Conference models in underserved areas.
- Formalize priority partnerships.
- Evaluate progress, refine strategies, and align resources to the most effective approaches.

Year 3 (FY2029): Optimization and Sustainability

- Institutionalize best practices across Conferences and districts.
- Demonstrate measurable mission impact.
- Demonstrate financial sustainability for continuous and increased investment in the mission.

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