



**BOARD RESOLUTION
APPROVAL OF THE FY2026 STRATEGIC PLAN**

At the September 25, 2025, meeting of the Board of Directors of Society of St. Vincent de Paul Archdiocesan Council of St. Louis, the following resolution was proposed and approved.

WHEREAS the current strategic plan covers a period of FY2022 through FY2025; and

WHEREAS the Board established a Strategic Planning Steering Committee at the January 30, 2025, Board meeting and authorized the Committee to retain the services of a facilitator to develop the plan; and

WHEREAS the Committee retained the facilitation services of The Rome Group to garner input on the plan from a variety of stakeholders, including Vincentians, Council Staff, vendors, other Council staff, and other stakeholders; and

WHEREAS the Strategic Planning Steering Committee endorsed the attached plan on August 21, 2025; and

WHEREAS three of the twenty-five objectives will require \$238,000 of Strategic BDF resources, and those resources will be incorporated into the FY2026 budget,

THEREFORE, BE IT RESOLVED the Board of Directors approves the attached FY2026 Strategic Plan.

Board Secretary:

David M. Little

Date:

September 25, 2025

Strategy Screen

A strategy screen is a decision-making tool that can be used to screen new opportunities and approaches to an organization's work. If a course of action does not pass the strategy screen, but the board still feels it is the right course of action, determining how to address the areas of shortcoming should be part of the discussion before moving forward.

Strategy Screen	
Rating Scale: 0= Not at all 1= Somewhat 2= Definitely	Score
1. Supports our mission to grow in holiness while serving the poor.	
2. It supports joyfully seeking and serving those in need.	
3. Accountability measures are present or can be incorporated.	
4. There is buy-in by the board, staff, and members to undertake the work.	
5. It is within budgeted parameters or comes with funding to sustain it.	
6. It utilizes existing personnel capacity and expertise.	
7. We are the right organization to do the work – it builds on our strengths.	
Score: Should total more than 8 to be considered, or if it scores lower and the board still feels it must happen, a plan is put in place to reach the criteria it misses.	

Goals and Objectives

The following goals and objectives were developed in partnership with staff leadership, the strategic planning committee, and the board of directors at a retreat held June 7, 2025. Since that time, the organization has begun a transition at the Executive Director role. It should be understood that during the interim period, staff leadership for objectives assigned to the Executive Director will be supervised by the Senior Director of Business Operations.

Also, please note that staff titles have been shortened to maximize space.

Abbreviations are:

Executive Director: ED

Chief Financial Officer: CFO

Senior Director, Business Operations: SDBO

Director of Development: DoD

Director of Vincentian Services: DVS

Director of Human Resources: DHR

Director of Marketing and Communications: DMC

Director of Stores: DOS

Comptroller: CMP

Governance

Through the strategic planning process staff and board members were clear that there was a need for strengthening Vincentian solidarity through better governance, communication, and service to the spirit.

Goal 1) Our governance culture is effective, collaborative, and serves as a unifying force across board, staff, conferences, and districts.

	Objective	Measure	Fiscal Year	Staff Lead	Board Comm.
1a	Identify barriers to collaboration, solidarity, and compliance	Task force formed	Dec. 2025	ED	Governance Committee
		Reports recommendations to the board.	2026		
1b	Identify solutions to identified barriers including re-examining our structure, and learning from other councils about how they have addressed similar issues	Task force drafts policies and procedures based on recommendations	2026	ED	Governance Committee
		Policy resolutions are passed by the board			
1c	Policies are enforced to ensure compliance	100% compliance with tax and safeguarding requirements and governance pain points	2026	SDBO	Executive Committee
		Legal Liability is reduced			

Goal 2) We strengthen servant leadership and governance across all levels of the organization.

	Objective	Measure	Fiscal Year	Staff Lead	Board Comm.
2a	Annual board self-evaluations inform action by the board	Governance committee utilizes evaluations to inform annual board goals	Annually	DMC	Governance
2b	Support and verify a full set of officers at each district	100% of officers in each district are in place and are fully formed and trained	2026	DVS	District Presidents
2c	Districts complete leadership and succession plans	100% of districts complete leadership and succession plans	2028		District Presidents
		Over 70% of Vincentians rate district leadership as effective or very effective and percentage grows	Annually	ED, DVS	District Presidents
2d	Conferences create leadership development and succession plans	100% of conferences receive leadership and succession planning information and support	2028	DVS	District Presidents
2e	Create and implement leadership and succession planning for the board	Plans in place	2026	ED	Board President

Vincentian Identity

Spirituality is at the core of all that the Society of St. Vincent de Paul does.

Goal 3) Our Vincentians grow closer to Christ through recognition of their vocation and service to the poor.

Objective	Measure	Fiscal Year	Staff Lead	Board Comm.
3a Vincentians will deepen their vocation through attendance at Council sponsored formation and training events	25% increase participation in formation and vitality events Surveys show growth in Vincentian's personal relationship with Christ	2028 Annually	DVS, DMC	Vincentian Vocation and Vitality
3b Increase access to Spiritual Advisors for Vincentians	100% of existing spiritual advisors are trained Quarterly Spiritual Advisor Roundtables are held Recruit and train 10 new Spiritual Advisors Surveys show growth in Vincentian's personal relationship with Christ	2027 Annually	DVS	Vincentian Vocation and Vitality
3c Improve Vincentian solidarity through opportunities to meet in fellowship and to work with one another	100% of districts have quarterly conference presidents' meetings A Council staff member attends at least one meeting in each district each year	Annually 1x a year	DVS	Board President District Presidents

People

Our Vincentians and staff are at the center of our service to the poor. We are dedicated to helping them deepen their vocations and to sustaining them in their work in service to the poor.

Goal 4) We support a diverse, mission-aligned staff and volunteer base who joyfully carry out the work of the Society of St. Vincent de Paul.

	Objective	Measure	Fiscal Year	Staff Lead	Board Comm.
4a	With conferences, develop and implement a plan to grow Vincentian membership	Plan complete Overall membership grows 3%	2026 Annually	DVS, DMC	Board President, District Presidents Conference Presidents
4b	Increase satisfaction among Vincentians	Plan addressing areas of concern created	Dec.2025	DVS	Conference Presidents
4c	Increase satisfaction among staff	75% of Vincentians report medium to high job satisfaction Plan addressing areas of concern created based on staff feedback	Annually Annually	DHR, ED	Executive Committee
		Positive net promoter score	2026		
		Future targets set	Annually		
4d	Define and implement store workload standards to ensure balanced staffing levels	Surveys show an increase in job satisfaction	2026	SDB O, DOS	Executive Committee

Programs

The Society of St. Vincent de Paul reveals Christ by lovingly providing necessities for our neighbors in need.

Goal 5) Our programs are highly effective and responsive to emergent needs.

	Objective	Measure	Fiscal Year	Staff Lead	Board Comm.
5a	Highlight and educate about SSVDP's role in preventing and addressing homelessness	Develop a clear definition of SVdP services to prevent and address homelessness	Dec. 2025	DVS	Board
		Explore effective homelessness prevention models for potential expansion to other areas	Annually		
		Implement effective homelessness prevention programs	Annually		
5b	Continue to educate Vincentians about root causes of poverty to eliminate stereotypes, to create more effective service	Offer one training course and provide relevant information via newsletters, articles, and other means	Annually	DVS	Program Committee Voice for the Poor
5c	Increase participation in advocacy and legislative engagement, with a particular emphasis on homelessness prevention	Increase the number of Vincentians signed up for Voters Voice by 50%	2028	DVS	Program Committee Voice for the Poor
5d	Renew efforts to promulgate the why and how statements	Evaluation shows that programs and services, including stores, embody the mission of the Society	Annually	ED, DMC	Board President

Funding and Visibility

The Society of St. Vincent de Paul St. Louis Council recognizes that our ability to fulfill our calling rests on sound stewardship. Our financial sustainability depends on a healthy mix of revenue supports and on ensuring that the Society is well known to neighbors in need, to potential Vincentians, and to our community as a whole.

Goal 6) We ensure financial sustainability in support of our mission.

	Objective	Measure	Fiscal Year	Staff Lead	Board Comm.
6 a	Grow overall fundraising revenue	Development revenue increases 5% from \$2.9 million	2026 Annually	DOD	Development Committee
6 b	Develop a plan to clarify the role of the stores and the balance of revenue and program delivery	New goals established Determine the right mix of retail formats (boutique, brick and mortar, online) to serve our needs	Dec.2025	ED, CFO, DOS	Stores Committee
		Establish store revenue targets informed by current realities in thrift stores and e-commerce	Annually		Finance Committee
6 c	Maximize the use of information technology	Our systems are integrated Staff work more efficiently	2027	SDB O	Board

Goal 7) We ensure that our work is recognized for excellence in service to the poor.

	Objective	Measure	Fiscal Year	Staff Lead	Board Comm.
7a	Increase awareness of our services	Social media engagement increases by 10%	2028	DMC	Board President
		Reach on social media increases by 30%			
7b	External communication supports the growth and diversity of our membership	Overall membership grows by 3%	Ongoing	DMC	Board President
7c	Our unified communications strategy supports Vincentian services, development, and thrift stores with consistent communication norms, branding, storytelling, and outreach materials	Increase website traffic by 15% across service, giving, and thrift sections	2028	ED, DMC, DVS, SDOS, DOD	Board President
		Grow social media engagement (likes, shares, comments) by 10% over baseline			

