

St. Vincent de Paul CARES

2026-2029 Strategic Plan



St. Vincent de Paul
C A R E S

MAKING HOMELESSNESS
RARE. BRIEF. ONE-TIME.

MESSAGE FROM THE CEO

CARES 2026–2029 Strategic Plan. This plan reflects not only the pressing realities of poverty, homelessness, and food insecurity across the communities we serve, but also the extraordinary opportunities before us to meet those needs with compassion, innovation, and resolve. Grounded in our mission to transform lives through love and service, it lays out a clear path forward. The path strengthens our foundation, expands our reach, and deepens our impact.

The priorities you will see in these pages are the product of listening carefully to our staff, our partners, and most importantly, the individuals and families we walk alongside every day. They call us to act boldly in expanding access to housing and essential services, investing in our workforce, embracing innovation, and reinforcing the infrastructure that makes our work possible. These commitments are not abstract aspirations; they are tangible goals with measurable outcomes designed to ensure that every person we serve has the opportunity not only to survive, but to thrive.

As we look ahead, I invite every member of the SVdP CARES family (staff, volunteers, partners, donors, and community allies) to see themselves in this plan and to share in its execution. Success will require courage, collaboration, and faithfulness to our values of compassion, advocacy, respect, empowerment, and spirituality. If we remain steadfast, the next four years will not only strengthen SVdP CARES as an organization, but more importantly, will transform thousands of lives across Florida and beyond. Together, we will continue to be a beacon of hope, dignity, and opportunity for all we serve.

Michael Raposa

CEO

St. Vincent de Paul CARES



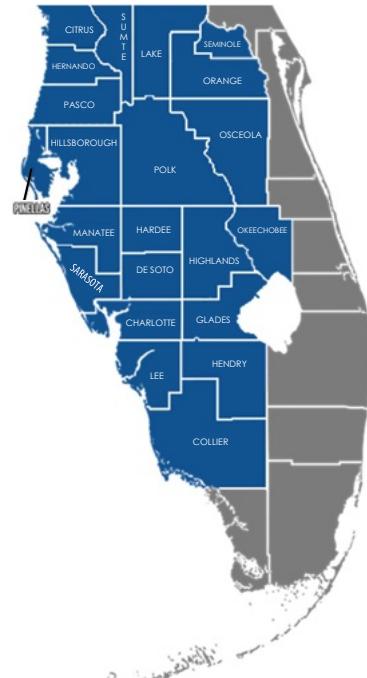
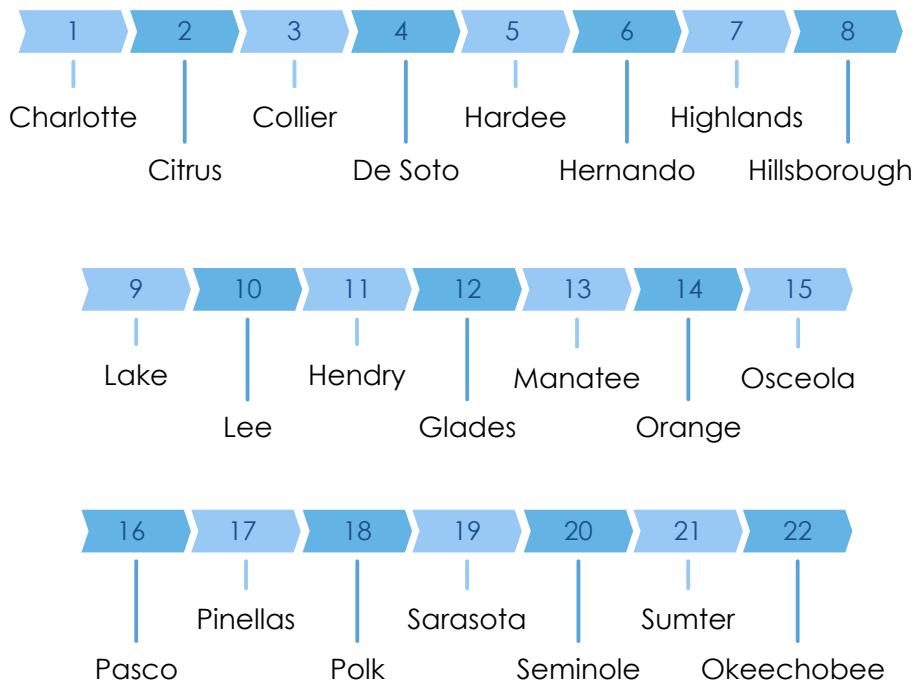
St. Vincent de Paul
CARES

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WHO WE ARE

St. Vincent de Paul CARES (SVdP CARES) is a 501(c)3 non-profit organization providing human services in the areas of housing, homelessness, food security, and wellness promotion. We offer programming specific to veterans and non-veterans, and a range of different types of households from individual adults to multi-generational families. We are headquartered in St. Petersburg, Florida of Pinellas County, and serve the counties of:



On the island of Puerto Rico, we serve San Juan, Carolina, Guaynabo and twenty-one (21) surrounding counties along the north shore of the island.



During the 2022-2025 strategic plan period, St. Vincent de Paul CARES served 15,276 unique households representing 25,349 people. Of the 6,359 households helped secure housing, over 80% have remained housed. We have also offered more than 2,260 bed nights of shelter services, 268,485 meals, and provided 3,916 clothing and furniture vouchers from our Pinellas thrift store which totaled more than \$160,000. During the previous strategic plan period, we merged with two non-profit organizations and acquired their assets: one in Port Charlotte and one in Tampa. Through this merger we acquired two shelters, 11 buildings, 18 apartment units and 2 rental houses. Furthermore, we built one permanent supportive housing complex representing 10 shared housing units.

WHO WE ARE

Our allied organizations include Vincentian Properties, Vincentian Housing, Vincentian Legal Services, and the SVdP CARES Foundation.



Vincentian Properties is responsible for acquiring property, including commercial office space, along with providing high quality property management services for our buildings, along with externally owned properties for a fee.



Vincentian Housing is the developer and owner of additional affordable and permanent supportive residential housing.



Vincentian Legal Services ("VLS") is a Florida-based non-profit legal aid society formally recognized by the Supreme Court of Florida. Its mission is to deliver high-quality, accessible, and compassionate legal advocacy to individuals and families whose legal issues threaten housing stability, financial security, or access to essential benefits.



The SVdP CARES Foundation is responsible for managing and investing the portfolio of assets from non-governmental funding to distribute and support community impact through the entities of the organization.



OUR MISSION

Our mission statement is: ***Transform lives through love and service.***

To us, transforming lives is the responsibility of being a human services organization. We aim to transform lives in a manner that is trauma-informed, person-centered, progressively engaging, wellness promoting, strengths-based and motivational.

To love, in the spirit of St. Vincent de Paul CARES, is to see the inherent worth in every person; not as a problem to fix, but as a life to uplift. It means choosing compassion even when it's inconvenient, showing patience in the face of struggle, and holding hope for someone when they've lost it for themselves. Love is not merely sentiment; it is a radical, daily decision to extend dignity, presence, and care, especially to those who are too often unseen or unheard. It is the quiet force that fuels every act of kindness, every second chance offered, and every door that opens when others close. Love, here, is both the why and the how.

Service, in our mission, is a commitment to walk alongside people with humility and resolve. It is the active, hands-on expression of solidarity: meeting needs, removing barriers, and creating space for households (individual adults, couples without children, and families with dependents) to reclaim their voice and agency. Service means showing up with competence, consistency, and respect, whether offering a warm meal, shelter, housing, or a listening ear. It calls us to use our skills, our time, and our hearts to create impact that lasts. At its best, service is not about doing for, but doing with, recognizing that real transformation comes when we partner, not prescribe.

OUR VISION

Our vision statement is ***Improved quality of life for all we serve so that everyone has the opportunity to thrive.***

Improving quality of life means going beyond emergency relief to address the full range of human needs: physical, emotional, social, and spiritual. It's about creating the conditions where people feel safe, supported, and seen. That might mean a stable place to live, access to nutritious food, a sense of purpose, or simply a reliable person to call. For us, quality of life is measured not just by what someone survives, but by how they live, with dignity, agency, and connection. It's the difference between short-term relief and long-term well-being.



Thriving means more than just getting by. It means being empowered to build a future that reflects one's hopes, strengths, and potential. An opportunity to thrive includes access to stable housing, health care, education, employment, and community. These are the building blocks that allow people to grow, contribute, and dream. We believe that everyone deserves a fair opportunity at a better life, and our role is to help level the playing field. Whether someone is taking their first steps out of crisis or looking to rebuild, we are here to open doors, remove barriers, and champion their success.



OUR VALUES

In living our values, we exemplify who we are and let our values guide our decisions in everything from client interactions with people experiencing homelessness, to working with our funders; from how we engage in community partnerships, to how we conduct ourselves with our coworkers. We believe and live the following values:

C

Commitment – to the mission, vision, our coworkers and all we serve

A

Advocacy – to support the end of homelessness, poverty and hunger, and promote wellness

R

Respect – to uphold the inherent dignity, rights and interests of all

E

Empowerment – to help people realize their best potential

S

Spirituality – to demonstrate faith, love of all and hope for humanity

OUR SERVICE ORIENTATION

We orient our services and overall approach to completing the work towards evidence-based and evidence-informed practices. Key throughout the organization is to embrace, and practice, whenever possible, the key tenets of each of these components of overall service orientation:

Trauma-Informed:

Our work recognizes that trauma is common among those we serve, and it shapes how people experience trust, safety, and relationships. We approach all interactions with sensitivity, aiming to avoid re-traumatization and to create environments that promote healing. This includes predictable routines, emotional safety, and transparency in decision-making.

Motivational:

We believe people are more likely to change when they feel understood and empowered, not judged or pressured. Motivational approaches help us align our support with each person's own goals, values, and readiness for change. We meet people where they are, and journey with them toward where they want to be.

Person-Centered:

Every person's journey is unique, and our services are guided by what matters most to them. We tailor supports based on individual needs, preferences, and priorities, not just programmatic requirements. This ensures dignity, autonomy, and real partnership in care.

Strengths-Based:

Rather than focusing on deficits, we help households recognize and build upon their own resilience, talents, and assets. Everyone has strengths, and our role is to help bring them to light and put them to use. Strengths-based work fosters confidence, hope, and forward momentum.

OUR SERVICE ORIENTATION

Nonjudgmental:

We reject stigma and shame in all forms. Our role is not to evaluate worthiness but to extend compassion and support without condition. People deserve respect regardless of their past, present circumstances, or personal choices.

Wellness Promoting:

We believe in supporting the whole person: physical, mental, emotional, and spiritual. Wellness is not the absence of illness, but the presence of balance, purpose, and support. Our services promote wellness through education, connection, and access to resources that sustain health and healing. Furthermore, as necessary and appropriate, we engage in reducing harm with people that are using alcohol or other drugs, or are participating in other higher risk behaviors that may result in harm.

Progressively Engaging:

We understand that trust takes time and that not everyone is ready to accept help immediately. We remain present, consistent, and persistent. We build rapport and offer support in manageable steps. Engagement is not a one-time offer, but an ongoing invitation.

Upholding Boundaries and Ethics:

Professional boundaries protect both the dignity of those we serve and the well-being of staff. We are guided by clear ethical standards, confidentiality, and a strong commitment to integrity in all relationships. Boundaries create clarity, safety, and mutual respect.

Bringing Services to the People:

Access should never be a barrier to support. We meet people where they are (in homes, on streets, in shelters, or community spaces) to reduce friction and build connection. This approach respects people's realities and increases the reach and effectiveness of our services.

CONTEXT

EXTERNAL

Throughout the nation, homelessness, poverty and food insecurity are on the rise. The post-pandemic reality is that the housing market has changed, and the economy is changing. Affordability is increasingly difficult to achieve. Government benefits and financial assistance have not kept pace with inflation.

Amidst this reality, homelessness amongst military veterans has been decreasing nationally. Programs for veterans, such as those offered through St. Vincent de Paul CARES, continue to prove effectiveness. With greater financial investment and adherence to evidence-based and evidence-informed practices, Veteran's Affairs and community-based non-profit organizations have achieved reductions in homelessness despite the housing market and the economy.

Undeniably, there is a movement towards the criminalization of homelessness nationally and within the state of Florida. The Johnson v Grant's Pass Supreme Court decision in effect opened the door for individual communities to use tickets, fines and jail time to respond to unsheltered homelessness. Within Florida, House Bill 1365, prohibits camping or sleeping in public places, unless designated by the municipality. This law also allows residents, business owners, or the Attorney General to sue local governments for failing to comply with the ban after a five-day notice. An urgency is felt to better respond to the needs of people experiencing homelessness to help them evade further engagement with law enforcement.

We also understand that our work occurs against a backdrop of systems that are not always easy to navigate or intuitive, and which may have policies or processes that manufacture homelessness. The Child Welfare system continues to provide a pipeline into homelessness for too many youths that age out of care. Hospitals continue to discharge people back into homelessness. Discharge planning from incarceration often fails to consider housing status upon exit from jail or prison.

CONTEXT

INTERNAL

The organization continues to grow.

At the start of the preceding strategic planning period, SVdP CARES was a \$24 million organization, and at the start of this strategic planning period the budget will be in excess of \$60 million. Since 2022, the organization has added 150 staff positions that work out of 14 offices, serving 22 counties and 24 counties in Puerto Rico.

Growth is happening for three primary reasons:

i. New service territory:

we have been granted additional contracts through US Department of Housing and Urban Development Continua of Care and the US Department of Veteran's Affairs within counties that we had previously not delivered services.

ii. Additional projects within current service areas:

within some counties where we were already providing services we have taken on additional Continuum of Care programs such as Rapid Re-housing.

iii. Mergers and acquisitions of other non-profit organizations:

when other organizations have become projects in difficulty for funders, those funders have turned to St. Vincent de Paul CARES to take on the operations. We have most recently experienced this in Port Charlotte and Tampa.

Over the past four years, we have also increased our commitment to performance excellence and quality service. We remain accredited through the Council on Accreditation (COA) and reinforce our commitment to quality through Performance Quality Improvement. We are also in the midst of a transformation to increased digital (paperless) engagement with service recipients and recordkeeping. We have also introduced a common database (CaseWorthy) that transcends whichever Homeless Management Information System (HMIS) is being used in that particular community.

STRATEGIC DIRECTIONS

Over the next four years we are committed to the following seven strategic directions:

- I. Increase responsiveness to the needs of people experiencing poverty and homelessness
- II. Strengthening external relations, community presence and collaborations
- III. Provide community with safe and affordable housing options
- IV. Expand, strengthen and diversify organizational foundation
- V. Strengthen and support the workforce
- VI. Maintain performance excellence and alignment to best and promising practices
- VII. Enhance internal infrastructure and business practices

Increase Responsiveness to the Needs of People Experiencing Poverty and Homelessness

At the heart of the mission of St. Vincent de Paul CARES is a steadfast commitment to walking alongside people experiencing poverty and homelessness, ensuring that no one is left without dignity, stability, or hope. Meeting these needs reflects the organization's Vincentian values of compassion, justice, and service. This section outlines how St. Vincent de Paul CARES will strengthen its response by expanding access to basic necessities and essential services, ensuring safe and timely housing options, fostering pathways to employment and stability, enhancing legal supports, and maintaining high-quality, client-centered service across all programs. Together, these goals chart a course for deeper impact and stronger outcomes in the lives of those we serve.

Strategic Goals

Over the next four years, we commit to the following:



St. Vincent de Paul CARES

- A. Increase timely access to basic needs and essential services for all (housing, food, healthcare, shelter, legal aid), in all areas served.

STRATEGIC DIRECTIONS



- B. Achieve rapid housing stabilization of all clients served within 45 days.
- C. Ensure immediate access to adequate, safe, temporary housing for individuals and families experiencing homelessness in all areas served.
- D. Develop or partner for on-the-job training, certification and adult education programming to increase employability by 50%.
- E. Increase participants' life skills by using proven, research-based tools and tracking progress through reliable measurement methods.
- F. Maintain a high standard of service delivery excellence across all programs, sustaining an 80% or better client satisfaction rate and compliance scores of at least 90%.
- G. Improve client engagement through increasing in person interactions by 20%.



Vincentian Legal Services

- A. Expand access to legal services for veterans by 20%.
- B. Expand legal services for low-income and marginalized civilian populations by 50%.
- C. Promote housing stability by removing barriers to housing.



Vincentian Properties

- A. Maintain an occupancy rate above 95% across all permanent supportive housing properties on a rolling quarterly basis.
- B. Ensure the average number of days a unit remains vacant after a tenant moves out to less than 30 days.
- C. Establish and maintain a waitlist of at least 10 qualified applicants per property.

STRATEGIC DIRECTIONS

Strengthen External Relations, Community Presence and Collaborations

The communities we serve are stronger when we work in partnership with other non-profits, elected officials, Continua of Care, government agencies, businesses, and the broader public, recognizing that lasting solutions to poverty and homelessness require collective effort. St. Vincent de Paul CARES must continue to grow its visibility, credibility, and influence as a trusted partner and advocate, ensuring that our voice is present wherever decisions affecting those we serve are being made. This strategic direction calls for intentional outreach to new collaborators and the nurturing of deeper, more impactful relationships with existing allies, while also building bridges across sectors that may not have traditionally been engaged in addressing homelessness and poverty. It includes educating the public and policymakers about our mission, sharing the stories and outcomes of those we serve, and positioning our organization as both a frontline service provider and a systems-level leader. Just as importantly, we will ensure that our presence in each county is not only visible but also reflective of the full breadth of our mission and impact, reinforcing that our organization is an essential and indispensable partner in creating healthier, more just, and more compassionate communities.

Strategic Goals

Over the next four years, we commit to the following:



St. Vincent de Paul CARES

- A. Strategically develop and maintain relationships with external stakeholders throughout the services area.
- B. Build and equip all staff to be representatives for St. Vincent de Paul CARES.
- C. Position the organization as a trusted leader/collaborator to advocate for systemic and systematic changes.



Vincentian Legal Services

- A. Enhance community outreach and education.
- B. Advocate for systemic change in fair housing practices.

STRATEGIC DIRECTIONS



Vincentian Housing

- A. Establish Vincentian Housing as a leader in affordable housing development.
- B. Create Community Housing Development Organizations.

Provide Community with Safe and Affordable Housing Options

Access to safe, stable, and affordable housing is foundational to long-term well-being. However, too often, the communities we serve lack sufficient housing options for individuals, couples, and families with low or fixed incomes. To meet rising needs, our organization must expand its role in housing development across a range of models, which may include deeply affordable units, permanent supportive housing, and other housing models such as shared housing. This strategic direction will focus on identifying, acquiring, and developing new properties; advocating for zoning and funding support; and aligning our housing portfolio with the needs of specific populations, such as seniors, single-parent families, veterans, and individuals with complex needs.

Strategic Goals

Over the next four years, we commit to the following:



St. Vincent de Paul CARES

- A. Diversify the housing portfolio to support current and future projects, programs and services.



Vincentian Legal Services

- A. Provide support to Vincentian Housing Corporation in development and initiatives.



Vincentian Housing

- A. Expand the affordable housing portfolio to 1,000 units.
- B. Create a business model that financially sustains the housing portfolio.

STRATEGIC DIRECTIONS

Expand, Strengthen and Diversify Organizational Foundation

Our mission can only be sustained and expanded if its organizational foundation is strong, diverse, and resilient. To meet the growing needs of people experiencing poverty and homelessness, the organization must invest in its financial strength, leadership, workforce, systems, and governance, while also cultivating new opportunities for growth. This strategic direction focuses on expanding and diversifying funding sources, strengthening staff and board capacity, modernizing infrastructure, and leveraging social enterprise and property management strategies to create sustainable revenue streams. It also calls for building affordable housing expertise and establishing a solid foundation structure to ensure long-term financial health. By broadening its base of support, deepening organizational capacity, and positioning itself as both a service leader and a trusted steward of resources, we will be equipped to sustain and grow our mission impact for decades to come.

Strategic Goals

Over the next four years, we commit to the following:



St. Vincent de Paul CARES

- A. Grow funding by 67% over four years to have an annual budget of \$100 million.
- B. Diversify funding sources.
- C. Expand social enterprise programming.
- D. Increase private fundraising in each area we serve.
- E. Implement a comprehensive staff development and succession planning framework resulting at least 50% of leadership roles having identified successors.
- F. Staff participating in 90% of professional development activities annually.
- G. Expand and modernize organizational system, technology and facilities to improve efficiency and service delivery.
- H. Enhance board and leadership capacity by diversifying expertise, increasing engagement and implementing strong governance practices.

STRATEGIC DIRECTIONS



Vincentian Legal Services

- A. Secure long-term funding opportunities for sustainability.



Vincentian Properties

- A. Implement cost-reductions strategies across operational entities to enhance financial performance.
- B. Identify and secure funding sources to support the acquisition of commercial properties.
- C. Identify and assess commercial business opportunities to expand market presence and diversify revenue streams.
- D. Develop and maintain a maintenance plan for each property to improve service delivery and reduce external vendor reliance and cost.
- E. Develop and launch an internal maintenance company to centralize property maintenance services.



SVdP CARES Foundation

- A. A. Solicit Foundation/Endowment consultants to assist with the creation of the Investment Policy Statement, Spending Policy, investment goals, update and revise existing bylaws.
- B. Create and sustain the governance structure and operations of the Foundation.
- C. Create Foundation structure to achieve portfolio goals of providing long-term financial support for all the entities of the organization.
- D. Identify best investment management team(s) with a proven track record to partner with St. Vincent de Paul CARES and achieve its financial objective(s).



Vincentian Housing

- A. Develop organizational affordable housing expertise.
- B. Incorporate innovative strategies in affordable housing.

STRATEGIC DIRECTIONS

Strengthen and Support the Workforce

The strength of the organization lies in the people who carry out its mission each day. Our workforce is not only the backbone of service delivery but also the embodiment of our values of compassion, dignity, and excellence. To sustain and grow this impact, we must invest intentionally in our staff by offering competitive compensation, robust training, and meaningful opportunities for advancement. This strategic direction emphasizes creating a supportive and inclusive culture where employees feel valued, equipped, and inspired to thrive. By reducing turnover, fostering consistency across programs, and building pathways for leadership from within, we will position ourselves as the employer of choice in the human services field in the communities we serve, and ensure that our workforce is empowered to serve with excellence for years to come.

Strategic Goals

Over the next four years, we commit to the following:



St. Vincent de Paul CARES

- A. Be the employer of choice in the human services field in the communities where we serve, to attract, retain and develop a diverse and skilled workforce.
- B. Foster a supportive and inclusive work environment that prioritizes employee wellness, mental health, and engagement.
- C. Ensure staff have access to financial and other support resources to help meet needs by establishing sustainable employee assistance programs and partnerships.



Vincentian Legal Services

- A. Build a skilled and mission-driven workforce.

STRATEGIC DIRECTIONS

Maintain Performance Excellence and Alignment to Best and Promising

Delivering high-quality, evidence-informed services is not optional. We are committed to ensuring that every program, service, and initiative reflects the highest standards of quality, accountability, and impact. As the needs of our communities become more complex and the systems we operate within grow more interconnected, we must hold fast to evidence-based and promising practices while embracing innovation that strengthens outcomes. This strategic direction focuses on embedding a culture of continuous quality improvement, investing in staff training and development, and leveraging data, research, and technology to drive decisions. By aligning our work with proven models, pursuing innovation, and ensuring consistency across all entities, we will continue to earn the trust of those we serve, our partners, and the broader community.

Strategic Goals

Over the next four years, we commit to the following:



St. Vincent de Paul CARES

- A. Continue a culture of continuous quality improvement.
- B. Ensure that services are grounded in proven or innovative methodologies.
- C. Leverage innovation, evidenced based practices, and emerging technologies to enhance service delivery that results in improved client outcomes.
- D. Provide agency-wide training focused on enhancing staff proficiency, quality improvement language, and on-going professional development for management and staff.
- E. Provide agency-wide training to improve client and program outcomes.



Vincentian Legal Services

- A. Develop and implement standards of service delivery to ensure operational efficiency and high client satisfaction.

STRATEGIC DIRECTIONS



Vincentian Properties

- A. Ensure housing properties are meeting funding, legal and performance measures.



Vincentian Housing

- A. Be a leader in environmentally sustainable, energy efficient, affordable housing.
- B. Develop durable, affordable housing that can withstand and recover quickly from disasters.

Enhance Internal Infrastructure and Effective Business Practices

To sustain impact and support future growth, our organization must be built on a strong internal foundation of efficient systems, modern infrastructure, and consistent business practices. Strengthening how we operate behind the scenes directly enhances our ability to serve on the front lines, ensuring that staff are equipped, resources are well-managed, and services are delivered with excellence and reliability. This strategic direction emphasizes standardizing and scaling business models, modernizing technology platforms, streamlining processes, and building efficient frameworks across all entities. By investing in effective infrastructure and sound business practices, our organization will maximize organizational capacity, improve accountability, and create the stability needed to expand its mission and serve more people in need.

Strategic Goals

Over the next four years, we commit to the following:



St. Vincent de Paul CARES

- A. Create standard business models that are adaptable and scalable for future growth.
- B. Ensure technology platform remains up to date.

STRATEGIC DIRECTIONS



St. Vincent de Paul CARES

- C. Develop a centralized platform and standardized processes for managing agency policies, procedures, forms, and operational files.
- D. Maximize efficiency in payment processing.



Vincentian Legal Services

- A. Implement efficient business practices by leveraging technology and optimizing resources to support long-term growth and service excellence.



Vincentian Properties

- A. Develop and implement a model property management service framework to ensure operational excellence and scalability.
- B. Create a clear, efficient, and consistent process for acquiring property.



Vincentian Housing

- A. Ensure a suitable staff model to accomplish business goals.
- B. Create formalized business processes.

CONCLUSION

As St. Vincent de Paul CARES moves into the next four years, we carry forward both the weight of responsibility and the promise of transformation. Poverty, homelessness, food insecurity, and systemic inequities will not be solved overnight, yet our mission calls us to act with urgency, creativity, and resolve. This plan charts a bold path. The path strengthens our foundation, invests in our workforce, expands housing opportunities, enhances services, and deepens community partnerships, always with love and service at the core.

The commitments outlined here are more than aspirational; they are actionable guideposts that demand discipline, collaboration, and innovation at every level of the organization. Success will mean aligning resources with mission, measuring progress with integrity, and adapting with courage as needs evolve. Most importantly, it will mean staying true to the values that define us: seeing every person as worthy of dignity, every challenge as an opportunity for change, and every act of service as a step toward a more just and compassionate community.

If we remain faithful to this vision, the years ahead will not simply be about growth, but about transformation for the individuals and families we serve, for the communities we strengthen, and for our organization, as a trusted leader and partner in hope.