



# Strategic Plan

FY 2026-2029



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# Letter from the CEO

## Dear friends and partners,

For 25 years, STARRY programs and services have shone as a beacon of hope for children and families, transforming lives and innovating paths to future horizons. While our history includes 15 treasured years of providing loving, trauma-informed foster care and adoption services, a strategic shift in 2021 marked a pivotal moment in our organization's evolution, rallying our efforts and resources to fully focus on prevention and family support services. Since launching this new journey upstream, we've sharpened our focus on fortifying families before crises necessitate intervention. Today, throughout our expansive and growing geographic service area, we offer accessible, empowering services, and help stand up systems of care that prioritize individual and family well-being.

The exemplary shining star of our prevention and family support service engagement is our Family and Youth Success program (FAYS). Through the amazing effort and dedicated care of our staff, FAYS has grown by 3,000% since 2008. Every month, our FAYS staff provide thousands of hours of at-no-cost professional counseling and family support services to over 1,000 clients, addressing critical family support needs and bolstering the mental health and systemic wellbeing of individuals, children, and families.

Our tireless work over the decades, and especially in these recent four years, has galvanized our ambition and driven us to a new and exciting mission and vision that both build on our past and embrace our future.

I'm excited to share our newest chapter of the STARRY story as we envision being a beacon of hope and transformation on a mission of partnering with individuals, families, and communities to provide accessible, innovative, and impactful human services.

Our values – Service, Access, Partnership, Innovation, Excellence, and Wellbeing – drive us to continue to invest in programs and services including Family and Youth Success (FAYS), Fatherhood EFFECT, and Family Resource Centers, while being restlessly curious and strategically tactical in developing and deploying a range of new programs and services for the future of human services in Texas and beyond.

Investing in innovative and impactful prevention programming creates a shimmering ripple of transformative impact. Our new strategic plan intensifies a light of hope that glows with welcomed possibilities for individual and collective wellbeing across the communities we love and serve. Join us on this illuminating, inspiring new journey!

With sincere gratitude,



**Richard Singleton**  
STARRY CEO

## OUR MISSION

**STARRY partners with individuals, families, and communities to provide accessible, innovative, and impactful human services.**

## OUR VISION

**STARRY is a beacon of hope and transformation.**



## Our Core Values

### Service

STARRY leadership and staff embody a deep dedication to serving others, prioritizing compassionate and responsive care that empowers individuals and families and strengthens communities.

### Access

STARRY prioritizes equitable service delivery, leveraging innovative technologies and community partnerships to break down barriers and ensure that all individuals, particularly in underserved communities, have convenient access to vital human services.

### Partnership

STARRY cultivates and strengthens collaborative relationships with community stakeholders, agencies, and donors, while also forging genuine partnerships with clients, empowering them through shared decision-making and a united approach to achieving positive outcomes.

### Innovation

STARRY embraces forward-thinking approaches, exploring and implementing innovative service models, technologies, and partnerships to adapt to changing needs and maximize positive outcomes.

### Excellence

STARRY strives for operational and programmatic excellence, focusing on continuous quality improvement, professional development, and ethical practices to ensure the highest standards of service delivery.

### Wellbeing

STARRY prioritizes the holistic wellbeing of its clients, staff, and community, fostering a supportive and nurturing environment that promotes healing, growth, and resilience.

# Strategic Pillars, Priorities, and Goals

## Lighting the Way to Wellbeing

### OUR ORGANIZATION

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Complete STARRY's transformation to an independent 501c3 through the development of a diverse and sustainable funding strategy, a strong infrastructure, and a distinctive and compelling brand that work together to facilitate stability, growth, and sustainability.

- Grow and diversify funding to facilitate stability, expansion, and sustainability.
- Maintain a Board of Directors in alignment with STARRY's mission and vision.
- Optimize business practices.
- Establish a distinctive and compelling brand.

### OUR TEAM

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Recruit and retain a highly motivated, skilled, and professional workforce by fostering a culture of inclusion, empowerment, and ownership and by supporting staff in their own growth and professional development.

- Recruit and retain a highly motivated, skilled, and professional workforce.
- Foster an inclusive, engaged, and growth-minded workplace culture of excellence.
- Catapult the careers of human services practitioners and leaders.

### OUR PROGRAMS & SERVICES

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Continue to expand and strengthen STARRY's programs and services through innovation, partnership, and data-driven decision-making so that STARRY serves as a beacon of hope and transformation for all individuals, families, and communities in need of services.

- Achieve the gold standard in service delivery and customer service.
- Ensure accessibility of STARRY services.
- Expand STARRY's geographic service area.
- Develop a broader array of programs to respond to diverse community needs.

### OUR FIELD AND THE SYSTEMS IN WHICH WE WORK

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Serve as a catalyst of transformation in our field and for the communities we serve through leadership, advocacy, and influence.

- Position STARRY as a thought leader on the provision of human services.
- Engage strategic partners to advance the STARRY mission.
- Facilitate systems change through leadership, advocacy, and training.

# Our Organization

## Priority:

Complete STARRY's transformation to an independent 501c3 through the development of a diverse and sustainable funding strategy, a strong infrastructure, and a distinctive and compelling brand that work together to facilitate stability, growth, and sustainability.

## Goals:

- Grow and diversify funding to facilitate stability, sustainability, and expansion.
- Maintain a Board of Directors in alignment with STARRY's mission and vision.
- Optimize business practices.
- Establish a distinctive and compelling brand.

## Strategies:

- Increase and diversify government grant/contract revenue.
- Grow the philanthropy program from infancy to maturity.
- Explore earned revenue strategies, including a pilot community counseling program.
- Recruit and retain board members who align with STARRY's mission and values.
- Further develop the Board of Directors through training and support.
- Assess and manage risks to the organization.
- Strengthen financial management practices and transparency.
- Update and disseminate policies and procedures.
- Identify opportunities to improve efficiency.
- Ensure compliance with laws and regulations.
- Launch a new website.
- Use other tools and resources to strengthen STARRY's brand.



# Our Team

## Priority:

Recruit and retain a highly motivated, skilled, and professional workforce by fostering a culture of inclusion, empowerment, and ownership and by supporting staff in their own growth and professional development.

## Goals:

- Recruit and retain a highly motivated, skilled, and professional workforce.
- Foster an inclusive, engaged, and growth-minded workplace culture of excellence.
- Catapult the careers of human services practitioners and leaders.

## Strategies:

- Develop a strong talent management program that invests in staff through professional development, mentoring, and career advancement.
- Demonstrate support for staff wellbeing through organizational policies and practices.
- Equip leaders with the necessary skills and tools for creating a STARRY culture.
- Enhance internal communication and collaboration.



# Our Programs & Services

## Priority:

Continue to expand and strengthen STARRY's programs and services through innovation, partnership, and data-driven decision-making so that STARRY serves as a beacon of hope and transformation for all individuals, families, and communities in need of services.

## Goals:

- Achieve the gold standard in service delivery and customer service.
- Ensure accessibility of STARRY services.
- Expand STARRY's geographic service area.
- Develop a broader array of programs to respond to diverse community needs.

## Strategies:

- Implement a customer service approach within all facets of the organization and its programs.
- Use technology to expand access and streamline service delivery.
- Increase outreach to underserved communities.
- Partner with other organizations to build capacity, generate efficiencies, and strengthen referral systems.
- Continue to exceed standards and expectations for contract performance.
- Pursue opportunities for grant and contract expansion, as well as for new grants and contracts that align with STARRY's mission.



# Our Field and the Systems in Which We Work

## Priority:

Serve as a catalyst of transformation in our field and for the communities we serve through leadership, advocacy, and influence.

## Goals:

- Position STARRY as a thought leader on the provision of human services.
- Engage strategic partners to advance the STARRY mission.
- Facilitate systems change through leadership, advocacy, and training.

## Strategies:

- Develop and implement a strategy for stakeholder engagement.
- Serve as a resource for other organizations and their staff on evidence-based practices and critical issues in the field of human services.
- Showcase STARRY's leadership in implementing evidence-based programs.
- Lead formalized community needs assessments.
- Identify opportunities to integrate systems of care.
- Develop relationships with key elected officials who represent areas that STARRY serves.





[www.STARRY.org](http://www.STARRY.org)