ASPIRE 2 DREAM GENERAL RESIDENTIAL OPERATION

Strategic Plan 2026–2029

Building Bright Futures for Girls in Foster Care

CARF Child and Youth Services survey, 2026 | Beaumont, Texas

WHO WE ARE

A safe, nurturing home for teen girls in foster care

8
beds in one home

12–17
years old, in DFPS conservatorship

3
levels of care: Basic, Moderate, Specialized

Contracts and credentials

State of Texas (DFPS); St. Francis, the Single Source Continuum Contractor for Region 5; T3C credentialing through 09/30/2028.

Accreditation

CARF Child and Youth Services, 2026.
Beaumont, Texas.

THE PLAN AT A GLANCE

A three-year cycle, reviewed every quarter

YEAR 1

Sep 2026 – Aug 2027

Set baselines, achieve CARF accreditation, submit SSCC contract documents.

YEAR 2

Sep 2027 – Aug 2028

Achieve the indicators, improve on Year 1, pursue contracts as awarded.

YEAR 3

Sep 2028 – Aug 2029

Renew contracts, maintain accreditation, prepare for the next review cycle.

Item	Detail
Replaces	The 2023–2026 Strategic Plan
Prepared by	Corporate Compliance Officer; approved by the CEO/Executive Director/LCCA
Review	Management Team every three months; full plan at least annually

HOW THE PLAN WAS BUILT

Shaped by the people we serve and work with

Planning group

CEO, Corporate Compliance Officer, Treatment Director, Case Manager, Office Administrator, Direct Care Staff Lead, contracted CPA, and direct care staff.

Stakeholder input

Youth, staff, DFPS caseworkers and conservators, licensing and contract staff, St. Francis (SSCC), schools, and community partners.

Environmental scan

All 13 CARF planning factors reviewed, from expectations of youth to the regulatory and legislative environment.

Guided by Shukia Nikki Relford, CEO/Executive Director/LCCA. Signed by the CEO and the CCO on March 10, 2026.

OUR MISSION

To create a safe nurturing environment for teen girls to learn and grow, using Trust-Based Relational Intervention (TBRI) in a home-like setting with counseling and transitional living skills.

OUR VISION

All young ladies can embrace who they are, define their future, and be successful.

OUR PHILOSOPHY

Trauma-informed care, grounded in TBRI

Every girl can build trusting relationships, feel safe, and grow in self-awareness, self-regulation, self-esteem, and self-efficacy. Six principles guide our work.

1. Treat everyone as though they may have had trauma exposure
2. Establish and sustain trusting relationships
3. Create a physical and social environment of felt safety
4. Encourage mindful awareness and reflection
5. Recognize how experiences shape a person's life trajectory
6. Avoid judgments and actions that re-traumatize

OUR VALUES

We DREAM BIG and create BRIGHT FUTURES

Felt safety

Physical and emotional safety in a structured, nurturing home.

Dignity and respect

Each girl is respected for her story, culture, and identity.

Connection

Healthy relationships with caregivers, peers, and community.

Empowerment

Life skills and a voice in her own care.

Cultural responsiveness

Trauma-informed, inclusive services.

Integrity and accountability

Ethical practice, compliance, and measured results.

Hope

We DREAM BIG and create BRIGHT FUTURES.

PROGRAMS AND SERVICES

A home-like program built around each girl

Safe home

Secure, nurturing, and free of abuse and neglect, with respect for diversity.

Person-centered

Each girl leads her own plan and builds self-advocacy and independence.

Counseling and skills

Individual, family, and group counseling; pro-social and decision-making skills.

School and community

Local school, sports, clubs, dances, prom, homecoming, and community ties.

Our stakeholders

Youth and their families and support systems; managing conservators and DFPS caseworkers; DFPS and HHSC contract, licensing, and monitoring staff; St. Francis (SSCC) and other SSCCs; personnel; schools; medical and behavioral health providers; and the community.

WHAT STAKEHOLDERS TOLD US

18 surveys: 89% of ratings were favorable

Staff (12 surveys): 93%



Youth (4 surveys): 84%



Referral sources (2 surveys): 82%



Favorable = Agree or Strongly Agree (Always or Usually for youth). All 4 youth said they are satisfied overall. Small numbers: read as direction, not proof.

Strengths

Safe, caring home. Clear policies and comfort reporting concerns (12 of 12 staff). Youth know how to ask for help (4 of 4).

Priorities we are acting on

Staff communication and meetings. More targeted training. How youth voice and discipline are handled. More normalcy and outings.

SWOT ANALYSIS

Where we are strong and what we watch

Strengths

- Low turnover of full-time staff
- Evidence-based TBRI model
- Compliance and Health and Safety programs in place
- Complete written policies for CARF

Weaknesses

- Turnover of part-time staff
- Marketing
- Leadership concentrated in a few roles
- Limited succession depth

Opportunities

- SSCC contracts in Regions 4, 6A, and 6B
- CARF accreditation to strengthen referrals
- Grants, donors, and community partners
- Bilingual staff when needed

Threats

- Gulf Coast hurricanes and other disasters
- Theft, burglary, injuries
- Loss of facility use
- Financial loss; contract or rate changes

STRATEGIC GOALS

Seven goals, each with a lead and a target date

#	Goal	Lead	Target
1	Health and Safety	Health and Safety Officer	Sep 1, 2027
2	Service Delivery	Treatment Director and LCCA	Sep 1, 2027
3	Operations	Corporate Compliance Officer	Sep 1, 2027
4	Accreditation and Compliance	Corporate Compliance Officer	Nov 30, 2026
5	Revenue and Finance	CEO/Executive Director	Aug 31, 2027
6	Workforce	CEO/Executive Director and Treatment Director	Sep 1, 2027
7	DFPS Performance Measures	CEO/Executive Director	Years 1–3

HOW WE MEASURE SUCCESS

Clear targets for safety, service, and staff

90%

compliance with health and safety practices (Goal 1)

80%

of youth discharged successfully to least restrictive settings (Goal 2)

90%+

overall satisfaction in surveys (Goal 2)

0

complaints and grievances maintained (Goal 2)

2 or fewer

runaway or elopement incidents (Goal 2)

100%

of staff complete required and annual training (Goal 6)

GOALS 4 AND 5

Accreditation first, then growth in more regions

Accreditation and compliance

- CARF accreditation by November 30, 2026
- Compliance program kept current by the CCO
- Policies assessed every year
- Management Team meets quarterly, with agendas

Revenue and finance

- Submit SSCC documents for Regions 4, 6A, and 6B by August 31, 2027
- Keep the St. Francis (Region 5) contract
- Maintain maximum capacity
- Budget reviewed annually; yearly financial review or audit

GOAL 7: DFPS PERFORMANCE MEASURES

Tracked every quarter, assessed every year

Outcome	Indicator	Target
Safety	No confirmed abuse, neglect, or exploitation in our care	100%
Well-being	Texas Health Steps medical checkup within 30 days	100%
Well-being	Texas Health Steps dental checkup within 60 days	100%
Well-being	CANS assessment within 30 days of entry	90%
Positive discharge	Discharges in the youth's best interest	62%
Normalcy	Youth 16+ completing PAL Life Skills before 18	50%
Normalcy	Discharges to a family or family-like setting	50%

Aspire 2 Dream | Targets carried over from the prior plan; quarterly results are cumulative for the year

RISKS TO THE PLAN

Every risk has a mitigation and an owner

Risk	Mitigation	Owner
Loss or change of contract or funding	More SSCC regions; reserves	CEO/Executive Director
Staff turnover and hiring gaps	Retention plan; cross-training	CEO; Direct Care Lead
Leadership unavailability	Succession plan	CEO/Executive Director
Regulatory or legislative change	Monitoring; annual policy review	CCO
Serious incident or liability event	Training, supervision, insurance	Treatment Director; CCO
Natural disaster or loss of facility	Emergency plan, drills, relocation sites	CCO
Data or cybersecurity event	Access control, backups, training	CCO

MONITORING AND SHARING

We review it, update it, and share it

Review and update

- Management Team reviews every goal every three months
- Full plan reviewed at least annually
- Updated sooner after major changes in funding, staffing, regulation, or needs
- Updated versions are dated and kept

Who receives the plan

- Youth: plain-language summary at a youth meeting
- Staff: staff meeting presentation and handbook
- Conservators, caseworkers, SSCCs: annual summary
- Licensing and contract monitors: on request
- Community partners: annual summary

REVIEW AND APPROVAL

Reviewed and adopted by Aspire 2 Dream leadership



CEO/Executive Director/LCCA

Shukia Nikki Relford | 3/10/2026



Corporate Compliance Officer (CCO)

Latrece Griffin | 3/10/2026