Sunrise
HOMELESS
NAVIGATION CENTER

FY23 - FY26

STRATEGIC PLAN

Vision

We envision a community where people experiencing homelessness have innovative, whole-person solutions to address the whole-person trauma of being unsheltered.

Mission

Sunrise offers pathways to housing for people experiencing homelessness through low-barrier access to wraparound services by providing innovative, trauma-informed, & person-centered programming that engages our communities & leads system-wide transformation.

Values

TRUST → CHOICE → COLLABORATION → INNOVATION → EQUITY

TRUST
Safety Builds Trust

We recognize the complex challenges individuals face in their lifetime and give trauma-informed care from initial contact that provides emotional and physical safety for all while creating a dependable safety net that minimizes risk.

CHOICE
Autonomy to Choose

We affirm each person as the expert in their own life as they take the next right step to wholeness and diligently walk alongside them as they explore their options.

COLLABORATION
Better Together

We build and encourage active relationships with community partners to improve systems and change culture while leveraging diverse perspectives to solve complex problems.

INNOVATION
Relentless Innovation

We are driven by curiosity towards strategic, effective and creative ideas that lead us outside our comfort zone. We make data-informed decisions that pursue meaningful, sustained outcomes while growing from our experiences and educating others to improve our work and our community.

EQUITY
Designed for All

We originate from the Christian faith and believe that our community is best served when diversity and inclusion are embedded in everything we do. We create an environment that brings together unique perspectives, removes obstacles for marginalized populations most disproportionately harmed by homelessness to attain their personal goals, and actively work towards dismantling the systems that perpetuate inequity in our community.

Purpose of the Strategic Plan

In November 2022, Sunrise began its strategic planning process with an internal working session, including members of the Board of Directors and staff. Through a year-long process, we identified how the organization's strengths and growth opportunities could best inform its strategic direction to achieve our vision over the next three years.

Sunrise set out to define a clear, inspiring, and externally relevant plan with actionable and feasible goals. Through collaborative efforts, we believe community partnerships make it possible for us to pursue meaningful, sustained outcomes while growing from our experiences and educating others to improve our work and our community.

Timeline

The following strategic plan highlights Sunrise's goals and objectives that will guide the Board of Directors and staff through Fiscal Year 2026.

Over the next three years, we will focus on objectives and tactics in five key areas of growth: Diverse Community, Continuity of Care, Thriving People, Sustainable Funding, and Informed Decisions.

Goals Overview

DIVERSE COMMUNITY
Infuse diversity, equity, inclusion & belonging in everything we do.

THRIVING PEOPLE
Set the standard by attracting & retaining highly professional, skilled staff, volunteers, interns & board members.

SUSTAINABLE FUNDING
Create varied & sustainable funding to support our mission.

INFORMED DECISIONS
Utilize data, feedback & research to positively impact organizational strategy.

CONTINUITY OF CARE
Provide comprehensive wraparound services that transform lives & lead to systemwide change.

Diverse Community

GOAL

- Infuse diversity, equity, inclusion and belonging in everything we do.

STRATEGIES

- Identify and minimize gaps, obstacles, and barriers that prevent success for clients and staff
- Increase representation across all levels to reflect the marginalized populations most displaced and harmed by homelessness
- Define and measure DEIB efficacy across the organization
- Amplify diverse perspectives and voices
- Refine and align external facing communications and messaging to incorporate DEIB perspectives to address race and racial issues

OBJECTIVES

- Collect and define staff diversity baseline by year 1
- Increase staff diversity by 10% by year 2
- Serve clients in proportion to their representation by year 3

- Identify DEIB training program by year 1 for staff, volunteers, and interns
- Implement DEIB training program for current staff by year 2
- Include the DEIB training program procedure for all new hires by year 3

- Define and track demographic data to be collected across all programs by year 1
- Analyze demographic data across all programs by year 2
- Incorporate data influences based on data across programs by year 3

- Create and develop the DEIB Committee by year 1
- Define and track DEIB Committee annual goals model meet bimonthly by year 2
- Ongoing DEIB Committee management and meeting quarterly by year 3

TACTICS

- Research, define, and evaluate the DEIB committee and training program
- Survey Board of Directors and staff on DEIB committee interest
- Identify DEIB goals and data collection processes
- Create DEIB surveys and surveying plans for staff, clients, partners, and community
- Implement a DEIB surveying plan for staff, clients, partners, and community
- Analyze DEIB efforts regularly to identify strengths and opportunities
- Define and create an equity plan for hiring and program delivery
- Designate funding for DEIB recruiting and retention

Continuity of Care

GOAL
- Deliver comprehensive wraparound services that transform lives and lead to system-wide change.

STRATEGIES
- Pursue, establish, and maintain partnerships and co-located services that maximize client service mobility in social services and wellness
- Implement advocacy based on client feedback to bridge service gaps experienced by clients
- Build responsive, quality programs to meet client needs comprehensively.
- Recruit and develop staff that represent and reflect clients.
- Embrace and invest in innovation and experimentation to explore new pathways to continuity of care

OBJECTIVES
- Collect information on the network of organizational partners engaging all programs in year 1
- Grow the network of organizational partners engaging all programs by 20% in year 2
- Survey the network of organizational partners engaging all programs, with 80% participating in year 3

- Identify primary access points for clients and organizations to receive Coordinated Assessment by year 1
- Create a plan to expand primary access points by 20% in year 2
- Analyzed expanded primary access points and CA demographics to identify success rate by year 3

- Identify research, technology, HMIS-based data, and artificial intelligence tools that develop evidence-based programming in year 1
- Develop a plan for research, technology, HMIS-based data, and artificial intelligence strategies in year 2
- Launch expanded strategies for research, technology, HMIS-based data, and artificial intelligence strategies in year 3

TACTICS
- Create a multi-year expansion plan
- Establish home office
- Create a location feasibility committee with external professionals, including multiple co-location experiments, and explore a second hub location
- Create a client needs committee
- Identify the scope of work for each program
- Create digital delivery experiments
- Leverage digital services as front-door
- Define and integrate Sunrise's programs
- Develop and execute strategy addressing shelter/sanctioned encampments
- Pursue subcontracting targeting program needs.
- Rebrand messaging around location
- Recruit innovation funding partners

Thriving People

GOAL
- Set the standard by attracting and retaining highly professional, skilled staff, volunteers, interns and board members.

STRATEGIES
- Define and implement a structure (organization chart and processes) that aligns with our mission and values
- Create a budget to reliably support compensation, training, and professional development to attract and retain staff
- Gather data and create processes to capture, analyze, and address employee and board feedback and experience, both positive and negative

OBJECTIVES
- Track and report retention baseline by year 1
- Maintain baseline retention through year 2
- Improve baseline retention by 10% by year 3

- Collect staff and board satisfaction baseline by year 1
- Maintain baseline satisfaction score by year 2
- Improve baseline satisfaction by 10% by year 3

- Identify and define gaps in the board process by year 1
- Execute procedures/plans to close gaps in the board process by year 2
- Evaluate procedures/plans to close gaps in the board process by year 3

TACTICS
- Develop, present, approve, and file new organizational by-laws
- Review, edit, or create staff structure, direct reports, hiring, and evaluation policies
- Redefine ownership, titles, and job duties aligned with organizational structure
- Define and document recruitment tasks and assign ownership
- Research, define, and document a compensation plan
- Define funding needs to implement a compensation plan in stages
- Create a performance review tool and training guide
- Complete baseline reviews for current staff
- Implement HR/payroll applications to support recruitment and retention
- Conduct cost/functionality review of HR/payroll systems
- Identify cost-effective and applicable training to subsidize staff training and/or provide CEUs
- Identify and develop programs that help staff meet programmatic and personal development goals, i.e., DEIB, licensing, HIPAA, CE, board training
- Create and implement exit survey for staff and board members
- Create and implement a satisfaction survey for staff and board members
- Incorporate survey results into the organizational review process, policy and procedure creation and/or recruitment and retention practices

Sustainable Funding

GOAL
- Create varied and sustainable funding to support our mission.

STRATEGIES
- Educate community, stakeholders, funders, and partners on the status of and effects of homelessness in the community, and offer opportunities to join our work
- Identify and prioritize diverse funding sources
- Prioritize strategic data collection and analysis

OBJECTIVES
- Create a fundraising plan and set benchmarks to track and analyze fundraising in year 1
- Execute fundraising plan and increase new funding solicitations by 20% in year 2
- Evaluate and increase the committed base of funders by 40% in year 3

- Create a system to track and analyze community engagement in year 1
- Execute community engagement plan and increase engagement opportunities by 20% by year 2
- Evaluate and increase community engagement by 40% in year 3

- Create an organization-wide marketing plan by year 1
- Execute the organization-wide marketing plan by year 2
- Evaluate and expand the organization-wide marketing plan by year 3

TACTICS
- Create a member acquisition plan
- Create a multi-year fundraising plan
- Create a corporate giving program
- Create a public outreach campaign
- Hire grants and contracts staff
- Establish operating reserve and plan for surplus
- Pursue a line of credit process and maximize bank relationship
- Pursue diversion funding
- Capture expiring ARPA funding
- Create new website
- Real-time accurate financial reporting

Informed Decisions

GOAL
- Utilize data, feedback and research to positively impact organizational strategy.

STRATEGIES
- Improve data collection and analysis to determine how the organization can effectively meet client needs
- Provide paths for stakeholders to participate in the direction of the organization
- Use data analysis and research to provide a more current, relevant, and accurate view of homelessness in Travis County
- Improve client outcomes, organizational performance, and use of resources through effective technology and research partnerships

OBJECTIVES
- Create a plan to increase participation of clients to help determine the direction of the organization in year 1
- Execute a plan to receive client feedback and participation in year 2
- Evaluate, sustain, and increase opportunities for client feedback by 20% in year 3

- Create a plan to present accurate data to the community and supply information to key stakeholders in year 1
- Execute a plan to provide accurate data to the community in year 2
- Evaluate and increase information and data sharing to the community in year 3

- Research and identify organization-wide data collection and sharing system in year 1
- Execute a plan to have a robust and sustainable data collection and sharing system in year 2
- Evaluate and sustain organization-wide data collection and sharing system in year 3

TACTICS
- Explore the use of artificial intelligence
- Make use of financial forecasting
- Hire a full-time data manager
- Implement a database for data collection and reporting across all programs