

THE SUNSHINE HOUSE

STRATEGIC PLAN | 2026 – 2031

Sustaining People, Facilities, & Finances

Mission: To provide quality nourishment and social enrichment in the lives of seniors, the homebound and disabled in Alpine and Marathon, Texas.

Introduction

The Sunshine House has long served as a vital source of nourishment, connection, and care for seniors, the homebound, and individuals with disabilities in Alpine and Marathon. At the heart of this work is a commitment not only to meeting basic needs, but to fostering dignity, belonging, and community.

As the organization looks toward the future, it faces both meaningful opportunities and important challenges—an evolving funding landscape, changing workforce dynamics, and the responsibility of stewarding facilities that support critical services. In response, the Board of Directors engaged in a strategic planning retreat focused on one central theme: sustainability.

Guided by this theme, the Board explored what it will take to ensure the long-term strength and impact of The Sunshine House across three key areas:

- People – sustaining and supporting staff and volunteers
- Facilities – maintaining and maximizing physical spaces
- Finances – building a stable and diversified funding model

This strategic plan outlines a clear path forward for the next five years. It identifies five priority areas that will guide decision-making, resource allocation, and organizational growth:

1. Increasing annual giving and revenue
2. Supporting staff restructuring and increasing compensation
3. Developing a business plan for the new building
4. Ensuring long-term sustainability of facilities
5. Strengthening the volunteer program

Together, these priorities reflect a proactive and thoughtful approach to sustainability—one that honors the organization’s legacy while preparing for the future.

PRIORITY 1: Increase Annual Giving & Revenue (*Financial*)

Strengthen long-term financial sustainability by increasing annual giving and diversifying revenue sources to support and expand mission delivery.

1. Increase unrestricted individual giving by 5% annually through annual campaigns, legacy giving, and digital giving strategies.
2. Develop a multi-year fundraising and marketing plan with annual revenue targets, donor growth goals, and quarterly progress reporting beginning in 2027.
3. Expand and diversity revenue streams (including individual donors, private foundations, , corporate sponsors, and earned income) so that no single funding source exceeds 30% of total revenue by 2031.
4. Reduce reliance on government funding from approximately 40% to no more than 25% by 2030.

PRIORITY 2: Support Staff Restructuring & Compensation (*People*)

Create a sustainable staffing model that supports mission delivery, improves compensation and retention, and aligns roles with future growth.

1. Conduct a staffing and compensation analysis to evaluate structure, workload, and regional wage competitiveness by Q4 2026.
2. Implement a phased compensation adjustment plan starting in 2027 to bring all staff to competitive regional wage benchmarks within 3 years.
3. Restructure key roles and responsibilities to align with organizational growth, reduce role overload, plan for additional personnel needs and clarify accountability by 2027.
4. Develop a succession and retirement transition plan for aging staff by 2027 to ensure knowledge transfer and leadership continuity.

PRIORITY 3: Develop a Business Plan for the New Building (*Facilities & Financial*)

Develop and implement a mission-aligned business plan for the new building that supports emergency response capacity and generates sustainable revenue.

1. Complete a formal business feasibility and financial analysis for building use by Q2 2026.
2. Establish clear usage policies and mission-aligned rental guidelines (who can use, pricing tiers, prioritization rules) by Q4 2026.
3. Launch building rental operations by Q3 2027 with annual earned revenue targets established by the board.

PRIORITY 4: Maintenance & Stewardship of Facilities (*Facilities*)

Ensure Sunshine House facilities are safe, well-maintained, and financially sustainable in support of long-term mission delivery.

1. Conduct a comprehensive facilities assessment and develop a 5-year capital maintenance plan that prioritizes safety, deferred maintenance, and lifecycle replacement needs.
2. Establish and fund a board-designated facilities reserve to support preventative maintenance and reduce emergency repair costs.
3. Implement a formal preventative maintenance system with clear oversight responsibility and annual reporting to the board.
4. Modernize technology and infrastructure systems to improve operational efficiency, volunteer recruitment, fundraising, and reduce long-term costs.

PRIORITY 5: Volunteer Program Sustainability (*People*)

Build a structured, reliable, and mission-aligned volunteer program that strengthens community engagement and supports service delivery.

1. Develop a formal volunteer program structure including defined roles, onboarding processes, and supervision standards.
2. Increase volunteer recruitment and retention through targeted partnerships, seasonal planning, and recognition initiatives.
3. Clarify the balance between volunteer and staff responsibilities to ensure sustainability and reduce operational risk.