

STRATEGIC PLAN 2020-2023

SANCTUARY INCORPORATED OF GUAM



SANCTUARY

STRATEGIC PLANNING OVERVIEW:

THE STRATEGIC PLAN PROCESS INCLUDED TWO INTENSIVE PLANNING SESSIONS WITH OUR GOVERNMENT & COMMUNITY PARTNERS, STAKEHOLDERS, STAFF MEMBERS, MANAGEMENT TEAM AND OUR BOARD OF DIRECTORS.

OUR FIRST FULL DAY PLANNING SESSION IN JANUARY 2020 FOCUSED ON INCREASING ORGANIZATIONAL AWARENESS, QUALITY OF SERVICE, COMMUNITY PARTNERSHIPS, MAINTAINING FINANCIAL HEALTH AND PRIORITIZING OUR PROGRAMS.

OUR SECOND PHASE OF PLANNING IN FEBRUARY 2020 TOOK THE NEXT STEPS TO DEFINE THE GOALS (*SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC AND TIMELY*) AND ACTION STEPS WE NEED TO ACCOMPLISH AS AN ORGANIZATION. THE BOARD DETERMINED A FUNCTIONAL COMMITTEE STRUCTURE TO ENSURE ORGANIZATIONAL ACCOUNTABILITY IN THE KEY AREAS OF: FINANCIAL STABILITY, PROGRAMMING NEEDS FOR TODAY AND THE FUTURE, QUALITY OF SERVICE AND COMMUNITY AWARENESS.

AS WE CONCLUDE OUR 2020-2023 STRATEGIC PLANNING PROCESS WHILE WE ADAPT TO REALITIES OF THE COVID-19 PANDEMIC, WE REMAIN UNDETERRED AS WE CONTINUE TO SERVE OUR ISLAND COMMUNITY TO THE BEST OF OUR ABILITY.

Overview



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**WE HELP YOUTH AND FAMILIES
HELP THEMSELVES BY
PROMOTING RECONCILIATION
THROUGH TIMES OF CONFLICT,
ADVOCATING FOR OUR YOUTH
AND THEIR NEEDS, AND
BUILDING A FOUNDATION FOR
SELF-SUFFICIENCY**

MISSION



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**WE WILL
IMPROVE THE
QUALITY OF
LIFE FOR
GUAM'S YOUTH**

VISION



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1. WE ACT WITH INTEGRITY AND HONESTY

2. WE ARE PASSIONATE ABOUT OUR YOUTH AND THEIR FAMILIES

3. WE ARE RESPECTFUL AND DEDICATED TO MAKE LIFE BETTER FOR OUR YOUTH AND THEIR FAMILIES

4. WE ARE ACCOUNTABLE FOR RESULTS AND QUALITY TO OUR YOUTH, STAKEHOLDERS, PARTNERS, EMPLOYEES AND COMMUNITY

VALUES



SANCTUARY

**FOUNDED IN NOVEMBER 1971
BY FR. ROBERT PHELPS AND
OUR FIRST EXECUTIVE
DIRECTOR, LUIS MARTINEZ**

**THEY WANTED TO CREATE A
SAFE HAVEN OR TEMPORARY
ALTERNATIVE TO YOUTH
CORRECTIONAL DETENTION
FACILITIES**

History



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1. STRENGTHS

2. WEAKNESSES

3. OPPORTUNITIES

4. THREATS

**S.W.O.T.
Analysis**



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1. STRENGTHS

WE ARE CARF ACCREDITED

WE HAVE A 48 YEAR HISTORY AS AN NPO

WE ARE THE ONLY RESIDENTIAL DRUG AND ALCOHOL TREATMENT FACILITY OR YOUTH IN MICRONESIA

WE ARE THE ONLY COED EMERGENCY SHELTER FOR YOUTH 12-17

WE PROVIDE RESIDENTIAL ASSISTANCE FOR YOUTH 17-22 STRUGGLING WITH HOMELESSNESS

WE PROVIDE A 24 HOUR CRISIS HOTLINE

S.W.O.T.
Analysis



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2. WEAKNESSES

LIMITED FUNDING SOURCES

S.W.O.T.
Analysis



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3. OPPORTUNITIES

S.W.O.T.
Analysis



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4. THREATS

S.W.O.T.
Analysis



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**BASED ON S.W.O.T. ANALYSIS,
SANCTUARY WILL PRIORITIZE
OUR FOUR CORNERSTONES:**

1. QUALITY ASSURANCE

2. FINANCIAL STABILITY

3. HUMAN CAPITAL

**4. ORGANIZATIONAL
EFFECTIVENESS**

**Our Four
Cornerstones**



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QUALITY ASSURANCE

A. PROVIDING THE HIGHEST QUALITY OF SERVICE TO OUR CLIENTS

B. MAINTAINING ACCREDITATION WITH CARF AND EXPAND OUR PARTNERSHIPS TO BETTER SERVE THE EVOLVING NEEDS OF OUR COMMUNITY

C. BUILDING ALLIANCES WITH THE BUSINESS COMMUNITY OF DONORS/SUPPORTERS, LOCAL AND FEDERAL GOVERNMENT PARTNERS, JUDICIARY AND THE BEHAVIORAL HEALTH COMMUNITY

**Quality
Assurance**



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FINANCIAL STABILITY

A. GROW ANNUAL GROSS REVENUE IN SUPPORT OF PROGRAM GROWTH, WHILE REDUCING EXPENSES THROUGH THOROUGH REVIEW OF EXPENSE REPORTS AND INITIATIVES TO REDUCE SPENDING

B. CREATE AND EXECUTE AN INTEGRATED AND DIVERSIFIED RESOURCE DEVELOPMENT STRATEGY

C. A COMMITMENT TO BE THE ISLAND'S CHARITY OF CHOICE

**Financial
Stability**



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HUMAN CAPITAL

A. A COMMITMENT TO RECRUITING, RETAINING AND DEVELOPING HIGH-PERFORMING INDIVIDUALS IN LEADERSHIP ROLES ACROSS THE ORGANIZATION, TO DRIVE OUR MISSION

B. A COMMITMENT TO DEVELOPING ATTRACTIVE BENEFITS PACKAGES FOR OUR STAFF AND MANAGEMENT IN AN EFFORT TO RECRUIT AND RETAIN THE BEST AND BRIGHTEST

**Human
Capital**



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ORGANIZATIONAL EFFECTIVENESS

A. A COMMITMENT TO REVIEW OF OUR PROGRAMS, ORGANIZATIONAL CHART AND PROPOSED REORGANIZATION TO FURTHER OUR MISSION, WHICH WILL CONTINUE TO ALIGN WITH THE NEEDS OF THE COMMUNITY WE SERVE

B. A COMMITMENT TO HAVE A WELL DEFINED, MANAGEABLE AND RIGHT-SIZED ORGANIZATIONAL STRUCTURE

Organizational
Effectiveness



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BOARD COMMITTEES:

1. EXECUTIVE

2. FINANCE

3. PERSONNEL & TRAINING

4. FACILITIES & MAINTENANCE

5. PROGRAMS & PLANNING

Board
Committees



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EXECUTIVE COMMITTEE

A. GOVERNANCE, PUBLIC RELATIONS
AND COMMUNICATION

B. ADMINISTRATIVE EFFICIENCY

C. STRATEGIC PLANNING

D. CARF ACCREDITATION OVERSIGHT

E. FUNDRAISING STRATEGY

Executive



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FINANCE COMMITTEE

A. FINANCIAL REPORTING

B. EXTERNAL AUDITING

C. FINANCIAL POLICY
RECOMMENDATIONS

D. BUDGETING

E. GRANT FUNDING OVERSIGHT

Finance



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PERSONNEL & TRAINING COMMITTEE

A. HUMAN RESOURCES COMPLIANCE

B. BENEFITS

C. PERSONNEL POLICIES AND
PROCEDURES

D. STAFFING PATTERN
RECOMMENDATIONS

E. OVERALL ORGANIZATIONAL
EFFICIENCY

Personnel &
Training



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FACILITIES & MAINTENANCE COMMITTEE

- A. LICENSURE COMPLIANCE
- B. EQUIPMENT AND SUPPLIES
PROCUREMENT
- C. PREVENTATIVE MAINTENANCE
- D. BEAUTIFICATION PROJECTS

Facilities &
Maintenance



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PROGRAMS & PLANNING COMMITTEE

A. MISSION-CENTERED PROGRAM
OVERSIGHT

B. PROGRAM AND GRANT COMPLIANCE

C. BEST PRACTICES AND QUALITY
ASSURANCE

D. GRANT DELIVERABLES

Programs & Planning



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STRATEGIC FOCUS AREAS FOR 2020-2023

1. FINANCIAL STABILITY

2. PROGRAMMING NEEDS FOR
TODAY AND THE FUTURE

3. QUALITY OF SERVICE

4. COMMUNITY AWARENESS

Strategic
Focus Areas



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FINANCIAL STABILITY

GOAL 1 – RENEGOTIATE SERVICE REIMBURSEMENT RATES WITH GOVERNMENT PARTNERS

GOAL 2 – DEVELOP PUBLIC RELATIONS AND FUNDRAISING STRATEGIES TARGETING BOTH CORPORATE AND GENERAL PUBLIC AUDIENCES

GOAL 3 – RESEARCH AND TAKE ADVANTAGE OF ALL POTENTIAL/APPROPRIATE GRANT OPPORTUNITIES

GOALS
Financial Stability



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FINANCIAL STABILITY

GOAL 1 – RENEGOTIATE SERVICE REIMBURSEMENT RATES WITH GOVERNMENT PARTNERS

ACTION STEPS

- A. COMPILE ANALYSIS OF SERVICES PERFORMED AND TRUE COST.
- B. PRESENT RECOMMENDATIONS TO GOVERNMENT PARTNERS AND LEGISLATURE
- C. SECURE REVISED RATES PRIOR TO GRANT RENEWAL AND/OR BUDGET YEARS

Financial
Stability



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FINANCIAL STABILITY

GOAL 2 – DEVELOP PUBLIC RELATIONS AND FUNDRAISING STRATEGIES TARGETING BOTH CORPORATE AND GENERAL PUBLIC AUDIENCES

ACTION STEPS

A. DEVELOP CALENDAR OF TARGETED CAMPAIGNS

B. EVALUATE EFFECTIVENESS OF EXISTING FUNDRAISING/PR EVENTS

C. IDENTIFY USER-FRIENDLY AND AFFORDABLE MEANS FOR ONLINE DONOR CAPACITY

D. ENGAGE MARKETING/SOCIAL MEDIA EXPERTISE TO ASSIST IN CAMPAIGN DEVELOPMENT

E. SET FUNDRAISING GOALS

**Financial
Stability**



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FINANCIAL STABILITY

**GOAL 3 – RESEARCH AND TAKE
ADVANTAGE OF ALL
POTENTIAL/APPROPRIATE GRANT
OPPORTUNITIES**

ACTION STEPS

**A. ENGAGE GRANT EXPERTS TO UNCOVER
UNTAPPED GRANT OPPORTUNITIES**

**Financial
Stability**



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PROGRAMMING NEEDS FOR TODAY AND THE FUTURE

GOAL 1 – PROVIDE SHORT TERM EMERGENCY SHELTER FOR AGES 12-24 WHILE ALSO STABILIZING THEM IN THE NEW ENVIRONMENT, MEETING NEEDS IN EDUCATION, PHYSICAL AND MENTAL HEALTH CARE, AND ENCOURAGING POSITIVE FAMILY INTERACTIONS

GOAL 2 – IDENTIFY SUSTAINABILITY OF MEETING LONGER TERM HOUSING NEEDS OF CLIENTS

GOALS

Programming Needs for
Today and the Future



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PROGRAMMING NEEDS FOR TODAY AND THE FUTURE

GOAL 3 – INCREASE CAPACITY FOR YOUTH DRUG AND ALCOHOL REHABILITATIVE SERVICES

GOAL 4 – DEVELOP SYSTEM FOR INCREASED PARTICIPATION OF FAMILIES CULMINATING IN SUCCESSFUL FAMILY REUNIFICATION

GOAL 5 - IMPROVE EFFICIENCY IN WORKING WITH COMMUNITY PARTNERS

GOALS

Programming Needs for
Today and the Future



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PROGRAMMING NEEDS FOR TODAY AND THE FUTURE

GOAL 1 – PROVIDE SHORT TERM EMERGENCY SHELTER FOR AGES 12-24 WHILE ALSO STABILIZING THEM IN THE NEW ENVIRONMENT, MEETING NEEDS IN EDUCATION, PHYSICAL AND MENTAL HEALTH CARE, AND ENCOURAGING POSITIVE FAMILY INTERACTIONS

ACTION STEPS

A. CONTINUE PROVISION OF CURRENT SERVICES

B. DETERMINE REAL AND/OR PERCEIVED GAPS IN SERVICES

C. SURVEY CLIENTS, STAFF, FAMILIES, COMMUNITY PARTNERS TO DETERMINE GAPS IN SERVICE

**Programming
Needs for Today
and the Future**



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PROGRAMMING NEEDS FOR TODAY AND THE FUTURE

GOAL 2 – IDENTIFY SUSTAINABILITY OF MEETING LONGER TERM HOUSING NEEDS OF CLIENTS

ACTION STEPS

A. REVIEW FUNDING STREAMS AND DETERMINE FEASIBILITY OF DEVELOPING LONGER-TERM SHELTER FACILITIES

B. DETERMINE APPROPRIATE HOUSING MODEL, STAFFING NEEDS AND PROGRAMMING NEEDS

C. EVALUATE EDUCATION, HEALTH CARE AND VOCATIONAL NEEDS OF CLIENTS

**Programming
Needs for Today
and the Future**



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PROGRAMMING NEEDS FOR TODAY AND THE FUTURE

GOAL 3 – INCREASE CAPACITY FOR YOUTH DRUG AND ALCOHOL REHABILITATIVE SERVICES

ACTION STEPS

A. DETERMINE COMMUNITY NEED

B. DETERMINE STAFF QUALIFICATION AND TRAINING NEEDS

Programming
Needs for Today
and the Future



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PROGRAMMING NEEDS FOR TODAY AND THE FUTURE

GOAL 4 – DEVELOP SYSTEM FOR INCREASED PARTICIPATION OF FAMILIES CULMINATING IN SUCCESSFUL FAMILY REUNIFICATION

ACTION STEPS

A. MEET WITH PARENTS TO DISCUSS REALISTIC AND SUCCESSFUL STRATEGIES IN WORKING WITH FAMILIES

B. REDUCE BARRIERS TO PARENT COMMUNICATION, EDUCATION AND SUPPORT.

**Programming
Needs for Today
and the Future**



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PROGRAMMING NEEDS FOR TODAY AND THE FUTURE

GOAL 5 - IMPROVE EFFICIENCY IN WORKING WITH COMMUNITY PARTNERS

ACTION STEPS

- A. ESTABLISH MUTUALLY BENEFICIAL AND REALISTIC SHELTER/TREATMENT PLAN FOR EACH CLIENT
- B. DETERMINE UPDATED AND REALISTIC REIMBURSEMENT RATE FOR SERVICES
- C. ESTABLISH CUSTOMIZED PLAN FOR PROVISION OF SERVICES FOR EACH CLIENT BASED ON NEEDS ASSESSMENT

Programming
Needs for Today
and the Future



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QUALITY OF SERVICE

GOAL 1 – PROVIDE CERTIFICATION-BASED MERIT INCREASES AND BENEFITS PACKAGES TO INCREASE ORGANIZATIONAL CAPACITY

GOAL 2 – IMPROVE RETENTION OF STAFF THROUGH COMPETITIVE SALARIES, BENEFITS AND INCENTIVES

GOAL 3 – EMPLOY FAMILY THERAPIST TO ENSURE TIMELY DELIVERY OF ESSENTIAL MENTAL HEALTH CARE

GOAL 4 – STRENGTHEN PARTNERSHIPS WITH JUVENILE JUSTICE SYSTEM PARTNERS

GOALS

Quality of Service



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QUALITY OF SERVICE

GOAL 1 – PROVIDE CERTIFICATION-BASED MERIT INCREASES AND BENEFITS PACKAGES TO INCREASE ORGANIZATIONAL CAPACITY

ACTION STEPS

A. IDENTIFY APPROPRIATE CERTIFICATION NEEDS

B. DEVELOP PROCESSES FOR ACHIEVING CERTIFICATION

C. CREATE APPLICATION, APPROVAL, EVALUATION AND COMPENSATION PROCESSES FOR MERIT INCREASES

**Quality of
Service**



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QUALITY OF SERVICE

GOAL 2 – IMPROVE RETENTION OF STAFF THROUGH COMPETITIVE SALARIES, BENEFITS AND INCENTIVES

ACTION STEPS

A. CONDUCT INDUSTRY COMPARABLE SALARY STUDY

B. DETERMINE INCENTIVE AND BENEFIT PACKAGES THAT IMPROVE OUR ORGANIZATION'S COMPETITIVE ADVANTAGE

C. ESTABLISH TIMELINE TO ADJUST SALARY LEVELS AND BENEFITS/INCENTIVES PACKAGE

**Quality of
Service**



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QUALITY OF SERVICE

GOAL 3 – EMPLOY FAMILY THERAPIST TO ENSURE TIMELY DELIVERY OF ESSENTIAL MENTAL HEALTH CARE

ACTION STEPS

A. REVIEW CURRENT FINANCIAL RESOURCES AND HUMAN RESOURCES STAFFING PATTERN TO DETERMINE FEASIBILITY TO HIRE THERAPIST

B. REVIEW CURRENT GRANT FUNDING OPTIONS TO HIRE THERAPIST

C. EXPLORE FEASIBILITY OF A CONSULTING THERAPIST CONTRACT OPTION

**Quality of
Service**



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QUALITY OF SERVICE

GOAL 4 – STRENGTHEN PARTNERSHIPS WITH JUVENILE JUSTICE SYSTEM PARTNERS

ACTION STEPS

A. IDENTIFY AND PRIORITIZE CURRENT PARTNER RELATIONSHIPS

B. CONDUCT S.W.O.T. ANALYSIS FOR EACH PARTNER AND DETERMINE STEPS TO IMPROVE ON OUR CURRENT RELATIONSHIPS

C. DEVELOP FORMAL ACTION PLAN PRIOR TO EACH MEMORANDUM OF UNDERSTANDING AND/OR CONTRACT SIGNING

Quality of
Service



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COMMUNITY AWARENESS

GOAL 1 – IMPROVE SOCIAL MEDIA PRESENCE AND ONLINE ENGAGEMENT TO INCREASE COMMUNITY AWARENESS AND CREATE POTENTIAL REVENUE STREAM

GOAL 2 – CREATE AND LAUNCH THE SANCTUARY BRAND INTERNALLY AND EXTERNALLY

GOAL 3 – CREATE A SANCTUARY CORPORATE CULTURE IN LINE WITH THE BRAND

GOALS

Community Awareness



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COMMUNITY AWARENESS

GOAL 1 – IMPROVE SOCIAL MEDIA PRESENCE AND ONLINE ENGAGEMENT TO INCREASE COMMUNITY AWARENESS AND CREATE POTENTIAL REVENUE STREAM

ACTION STEPS

A. ALIGN SOCIAL MEDIA STRATEGY TO ORGANIZATIONAL S.M.A.R.T. GOALS

B. CREATE COMMUNITY DONOR AWARENESS CAMPAIGNS

C. CREATE CLIENT TESTIMONIALS COMMUNICATING THE MESSAGE OF POSITIVITY AND CHANGE

D. PARTNER WITH SOCIAL MEDIA CONTENT INFLUENCERS TO EXPAND REACH

**Community
Awareness**



SANCTUARY

COMMUNITY AWARENESS

GOAL 2 – CREATE AND LAUNCH THE SANCTUARY BRAND INTERNALLY AND EXTERNALLY

ACTION STEPS

A. CONDUCT BRANDING WORKSHOPS TO SOLIDIFY THE PILLARS OF SANCTUARY AND DEVELOP CONSISTENT MESSAGING

B. LAUNCH COMMUNICATION CAMPAIGN TARGETING EDUCATION AND AWARENESS

**Community
Awareness**



SANCTUARY

COMMUNITY AWARENESS

**GOAL 3 – CREATE A SANCTUARY
CORPORATE CULTURE IN LINE WITH THE
BRAND**

ACTION STEPS

**A. CREATE BOTTOM UP (VERSUS TOP
DOWN) CORPORATE CULTURE**

**B. SECURE DIRECTION, ALIGNMENT AND
COMMITMENT FROM BOARD, ALL STAFF
AND MANAGEMENT TO ENSURE
CORPORATE CULTURE SUSTAINABILITY**

**Community
Awareness**



SANCTUARY

**THANK YOU FOR YOUR INPUT
AND CONTRIBUTION IN
HELPING DEVELOP**

**SANCTUARY'S
STRATEGIC PLAN
2020-2023**

PRESENTED JULY 21, 2020

Thank You!



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