

# 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**



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**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. 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



**SANCTUARY**

## 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**



**SANCTUARY**

# 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**



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## 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



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

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

**PRESENTED JULY 21, 2020**

**Thank You!**



**SANCTUARY**