

PRESIDENT'S REPORT 2021 & STRATEGIC PLAN 2021-2024

OCTOBER 18, 2021

CEDAR LANE SENIOR LIVING COMMUNITY



44 Years of Serving the Community

More than a place to live. A place to belong.



Since 1977, Cedar Lane has provided seniors and disabled adults with safe, affordable, high-quality apartments in a supportive and vibrant community.

Campus-wide occupancy: 94%



Cedar Lane has had 32 move-ins in 2021, with occupancy levels currently at 93% for the Church Building, 98% for the Burch Building, and 97% for the Colton-Weinberg Building.

Our Major Accomplishments In 2021:

- Replaced front sidewalk and curbing
- Paved gravel parking area for improved safety and accessibility
- Successfully completed 12 apartment renovations
- Replaced outdated windows in the Church Building
- Introduced brighter, energy-efficient lighting in the Colton-Weinberg Building
- Added new landscaping for campus beautification
- Improved exterior lighting for a safer, more secure environment
- Moved 32 new residents into Cedar Lane
- Achieved an incredible 90% resident vaccination rate for COVID-19
- Successfully transitioned to a new leadership team
- Reopened the Cedar Lane General Store



Supportive Services



Cedar Lane renewed its commitment to work with partners and stakeholders to provide residents with external services, forums and support to enable residents to thrive in an independent environment.

- Service Coordination department -- Crystal King and Kirk Turner
- Department of Aging & Human Services
- Southern Maryland Food Bank
- St. Mary's County Health Department
- MedStar St. Mary's Hospital
- McKay's Food & Pharmacy
- St. Mary's Caring Soup Kitchen
- Department of Social Services
- St. Mary's County Library
- CVS Pharmacy
- Cedar Lane Pharmacy
- Lion's Club
- A Community That Shares (ACTS)
- St. Mary's Adult Medical Day Care
- Bernie's Hair Salon

Dining Program



The Department of Aging & Human Services continues to provide hot weekday meals for residents at Cedar Lane, providing invaluable nutritional support.

Resident Activities



Resident activities made a huge and dramatic comeback this year. Activities Coordinator Tonya Tyer was invigorated by the directive to resume safe social activities, returning a much-needed sense of normalcy to our lives.



Pathway to the Future: Cedar Lane's Strategic Plan

Objectives and Goals 2021-2024

Goal 1: Build a Culture of Customer Service



We will develop a unique service philosophy that underscores every interaction we have and every decision we make. Through ongoing surveys, focus groups and feedback sessions, we will uncover service breakdowns and fix them for good. We will keep you informed, entertained and engaged through meaningful programs and off-site visits and collaborate with industry leaders and peers to share successes and improve future offerings.

Goal 2: Engage Our Stakeholders



Gaining enthusiastic support from our stakeholders will make an immediate impact on our organization and the level of service we can provide to you, our residents. Our tactical plans include steps to recruit, develop and retain highly-effective board members, volunteers and staff members. By fostering a culture of integrity, competence, insight, dedication and passion, we will build a better community for you to call home.

Goal 3: Enhance Our Facilities



We will focus on improvements and upgrades of the current facilities to provide apartments and amenities that will accommodate our growing and changing community. Included in this goal is an exploration of alternate television service providers, alternative funding sources and potential conversion of the current commercial kitchen into space residents can use and enjoy.

Goal 4: Advocacy and Outreach



Over the next four years, we will evaluate Cedar Lane’s identity and how it is perceived in the surrounding community. Along with testing new marketing strategies, we will update and modernize our messages, graphics, website and signage. We also hope to expand our physical presence in the region and enhance our role as an advocate for older adults. Review of the current Tenant Selection Plan, transfer policies and how we serve the disabled population under the age of 62 are also included in this step of the strategic plan.

Goal 5: Foster Sustainability and Ensure Financial Stability



The Friends of Cedar Lane Board is the fundraising arm of Cedar Lane. Together with our Finance Department, their tasks will be to build a deferred giving or legacy program, strengthen the annual appeal, develop select events that augment operational funds and increase individual sponsorships and donations, expanding the donor base.

Goal 6: Organizational Structure



Cedar Lane will evaluate the organization’s current staffing and reporting structure and determine if it is best suited to accomplishing the identified objectives and goals. Alternate options will be explored and assessed, ensuring effective operations of the management team over time.

These Goals are in support of our ongoing mission

To help residents live with maximum dignity, independence and quality of life by:

- setting and maintaining standards of excellence in affordable senior housing;
- facilitating access to quality, resident-driven services;
- delivering exceptional customer service;
- attracting and retaining qualified and compassionate employees;
- sustaining and advancing our work by engaging supporters through strategic outreach and fundraising; and
- continually evaluating and improving our facilities, technology and partnerships to remain responsive to the needs of the community.