

## Cedar Lake Tactical Strategic Plan

2007-2010

Board approved final edition

|             | <b>CL Lodge</b>   | <b>CL Residences</b>   | <b>CL Foundation</b>  | <b>Organization</b>  |
|-------------|---|--|---|--|
| <b>2007</b> | <p>Complete Evergreen paint/updating &amp; Oaks/Maples floor/paint upgrades</p> <p>Pursue CON's and plans to add three new 6-bed ICF/MR homes for Lodge residents (shifting 18 Lodge beds)*</p> <p>(* Any transfer of state beds is adtnl.)</p> | <p>Open 2 new (enhanced-rate) SR's one in Feb., the second in July</p> <p>Open Keeling's 3 new SR's in May</p> <p>Apply for new HUD grant for 3 SR's</p> <p>Add CLEC clients to make viable</p>  | <p>Develop new 4 year multi-purpose fund-raising campaign</p> <p>Launch new campaign</p> <p>Develop marketing initiative</p> <p>Launch planned giving initiative</p>                              | <p>CLOB renovations</p> <p>Update corp. documets</p> <p>Consider acquisition opp.</p> <p>Finalize succession plan considerations</p> |
| <b>2008</b> | <p>Finalize plans and begin new construction of community ICF/MR's to serve 18 residents from CLL; open new homes by early 2009</p> <p>Develop and finalize plans to renovate Oaks (24 beds) and Maples (24 beds)</p>                           | <p>Expand CLR health services capabilities (PRN during 2007-10)</p> <p>Secure sites and enter into contract for const. of 3 new HUD SR homes</p> <p>Evaluate CLEC position; begin planning to renew lease or replace with a new building in 2010</p> | <p>New campaign is on-going</p> <p>Consider position and future of KPSNT along with considerations relating to 'Guardianship' for residents and client who are without family representatives</p> | <p>Launch board executive transition committee (ETC) to outline details for CEO replacement; and for succession planning</p>         |
| <b>2009</b> | <p>Open the 3 new com. ICF/MR's leaving Lodge with 69 bed capacity</p> <p>Execute Oaks and Maples renovations sequentially; Oaks (4 suites of 6=24) and Maples (4 suites of 6 = 24 res.); utilize portable housing as necessary</p>             | <p>Open 3 new SR homes resulting from 2007/08 HUD grant</p> <p>Evaluate expansion of community services: Apply for new HUD grant; consider expansion of In-Home srvs</p>   | <p>New campaign is on-going</p> <p>Planned giving initiatives to continue and be re-emphasized</p>  | <p>ECT to complete and institute plans for CEO recruitment and selection phases</p>  |
| <b>2010</b> | <p>Open new Oaks and Maples Bldgs.</p> <p>(Note: Throughout 2007-10, continue Center of Excellence &amp; Campus Plng)</p>   | <p>CLEC lease expires in Oct 2010 so new lease/building required</p> <p>Contract homes for new HUD grant</p>   | <p>Conclude new campaign by 3/31/2011</p>   | <p>ECT to decide and hire new CEO for "transition period"</p> <p>Consider future of CLOB</p>   |