



## PROGRESS REPORT ON INTERIM CEO'S 2020 WORKING GOALS September-October, 2020

### GOAL 1: Response to COVID-19

- a. Per CDPH/SFDPH instructions, we started weekly testing of Health Center staff in Oct. As of this writing, we are staying with monthly testing of all other staff + vendors.
- b. Our breakfast service has gone well, and we are in the planning stage to open the dining room for lunch, with dinner to follow later. Exact dates TBD. Group activities and outside visitations have also been well received, but we are planning adjustments as weather gets cooler.
- c. We just received guidance for resuming other operational activities – with limitations, of course. We'll develop implementation plans. You likely will receive news via the weekly update by BOD date.
- d. We had two CDPH inspections recently specifically for compliance with C-19 restrictions and our mitigation plan. One was on behalf of CDSS. No majors, 2 minor deficiencies, which were corrected.

### GOAL 2: Planning for Post COVID-19 Surge

- a. *Financial*: Staff reported its projection of financials at the Aug BOD meeting. We will continue to track.
- b. *Marketing plan*: The executive summary of the completed plan is at the end of this staff report. **The marketing plan will be held in abeyance pending resolution of strategic discussions.**
- c. *Second wave preparation*: See Goal 1 above.
- d. *Review of emergency plan*: work on this objective has begun. Consultant Ray Boudewyn reported at the Oct 14 QAPI meeting.
- e. *Apartment conversions*: **The apartment conversion governing policy will be held in abeyance pending resolution of strategic discussions.** Staff will complete its financial analysis by end of October so that the policy can be resurrected quickly when needed.

### GOAL 3: Transition to Permanent CEO/Executive Director

- a. *Staff development*: Executive team development continues. The marketing plan (Goal 2b) and apartment conversion financial analysis (Goal 2e) developed by Joe Conroy have been or will shortly be completed.
- b. *BOD evolution*: The standing agenda item was completed at the Aug BOD meeting. Subsequent sessions will be ad hoc.
- c. *Specific transition plan*: This objective has not yet started. It will be scheduled once the direction of strategic discussions is clarified.

### INCIDENTAL

- a. A summary of the 2020 Resident and Team Member (Employee) Satisfaction Surveys will be presented to the board at its Nov meeting.
- b. The Friendship Hall acoustical work, the final piece to the project interrupted by the pandemic, is scheduled for Oct 26 with installation of acoustical panels (about one week) and later the installation of a speaker.

[The Executive Summary of the 2020-22 Marketing Plan is on page two of this staff report.]



## **2020-22 MARKETING PLAN FOR HERITAGE ON THE MARINA EXECUTIVE SUMMARY**

The 2020-22 Marketing and Outreach Plan for Heritage on the Marina codifies a transition that has been underway in the last few years, from a charitable organization with a proud and distinguished history to one facing serious challenges as it tries to remain a strong, relevant non-profit retirement community.

The SWOT analysis summarizes both the strengths and weaknesses of its intimate size and traditional ambience. It highlights opportunities and threats in the coming years, and suggests that significant changes in its physical plant, interiors, programming and marketing approach will be necessary if Heritage on the Marina is to continue to fulfill its mission, vision and core values in the 2020s and beyond.

The four goals in this Marketing and Outreach Plan are as follows:

- Develop greater sophistication in brand awareness and online presence
- Increase Independent Living occupancy
- Continue to combine Studios to create larger apartments
- Update common area interiors to appeal to a new cohort of older adults while still honoring the past

The marketing methods of the past, while still valuable, have yielded and will continue to yield to new marketing methods, mainly online, as seniors and their adult children become increasingly tech-savvy and demanding of a retirement community that offers tech sophistication combined with traditional care and services that nurtures and inspires its Residents.

***[As noted on page one, the Marketing Plan will be held in abeyance pending resolution of strategic discussions.]***