



Skyline Center, Inc. Strategic Plan

Introduction

Skyline Center, Inc. is dedicated to providing support services to individuals with disabilities living throughout our community. As we navigate new challenges and opportunities, this strategic plan outlines our vision, mission, goals, and key initiatives for the next three years.

Vision and Mission

Vision: A community that values all members and promotes independence through growth and opportunity.

Mission: Building Community, Supporting Choices

Core Values

1. Advocacy
2. Ownership
3. Community
4. Quality
5. Resiliency
6. Dependability

Environmental Context

Through a thorough analysis of our strengths, weaknesses, opportunities, and threats (SWOT), we have identified key areas of focus:

Strengths

- Offer diverse, high-quality services.
- Qualified staff with longevity.

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- Agency owned property, equipment, vehicles.
- Relationships with partners and employees.

Weaknesses

- Communication
- Wages
- Lack of 401k match
- Adequate revenue

Opportunities

- Expand Services
- Commitment to growth of services
- New technology
- Younger generation

Threats

- Inability to have complete control over revenue streams.
- Inability to handle an influx of new referrals, opportunities.
- Inability to have complete control over expenses.
- Lack of quality people to fill job vacancies.

Strategic Goals

Based on the SWOT analysis, our strategic goals are:

1. Achieve Financial Stability for Longevity

- **Objective 1.1:** Diversify revenue streams and secure sustainable funding while decreasing agency expenses.
- **Key Initiatives:**
 - Expanding Home Health.
 - Increase, diversify SCI Customer base.
 - Add additional 24-hour sites to expand services.
 - Increase community partners with SEP.
 - Continued focus on decreasing expenses.

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- 2. **Increasing overall employee experience by incentivizing and expanding benefits package.**
 - **Objective 2.1:** Utilize employee feedback from the Focus Group and agency surveys to determine what we can do to enhance the agency experience.
 - **Key Initiatives:**
 - 401k match/contribution
 - Technology/Equipment
 - Additional Holidays
 - Wellness Incentives/Plans
 - Employee Interaction
- 3. **Retain current employees while increasing workforce to meet the growing needs of the agency.**
 - **Objective 3.1:** Build on initiatives set in Goal #2 to increase retention to meet growing needs.
 - **Key Initiatives:**
 - Longevity Pay
 - Increase contributions towards current voluntary benefits.
 - Increase ancillary benefits.
 - FSA/HSA matches.

Implementation Plan

For each strategic goal, we will outline specific activities, responsible persons, deadlines, resources required, budgets, and measurable metrics.

Goal 1: Achieve Financial Stability for Longevity

- **Objective 1.1:** *Diversify revenue streams and secure sustainable funding.*
 - **Key Initiative 1.1.a:** Expand Home Health
 - **Activities:**
 1. Increase census by 3-4 patients-year one.
 2. Increase census by an additional 3-4 patients-year two.
 3. Adding fulltime position year 2.
 4. Increase census by an additional 3-4 patients-year three.
 - **Responsible Person:** Natallie Fullick

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- **Deadline:** 12/2027
 - **Resources Required:** Advertising, additional Home Health Aides
 - **Budget:** Increase revenue by year three by a minimum of \$172,800 Revenue: \$172,800 Expenses: \$144,296 Net: \$28,500
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements, Census Updates
- **Key Initiative 1.1.b:** Increase revenue, diversify SCI Customer base.
- **Activities:**
 1. Increase customer pricing by 3% year one. Revenue increases by \$64,110 which nets to \$9,979 when considering associated expense. Total years 1 & 2 = \$19,958
 2. Increase current customer business year three by 7.4%. Total of \$157,073 equates to net profit of \$24,447.76 when figuring expense.
 3. Increase customer pricing by 3% year three. Increase \$66,035 nets to \$10,577
 4. Annually, diversify customer base and increase customer number by at least one annually.
 - **Responsible Person:** Kim Brackemyer
 - **Deadline:** 12/2027
 - **Resources Required:** Advertising
 - **Budget:** Increase revenue by \$198,000 by year 3
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements
- **Key Initiative 1.1.c:** Add additional 24-hour sites to expand services.
- **Activities:**
 1. Add at least 1 new four-bedroom home by year 3.
 2. Reduce Mediacom costs by 40%.
 3. Retain current staff, increase to fully staffed status by year three.
 - **Responsible Person:** Bridget Ainley
 - **Deadline:** 12/2027
 - **Resources Required:** Competitive internet/cable options, grants.
 - **Budget:** Increase revenue by \$17,500 by adding new site, by year 3. Reduce expenses by \$10,365 through cable/internet restructuring.
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements. Job listing review.

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- **Key Initiative 1.1.d:** Increase community partners with SEP.
 - **Activities:**
 1. Maintain current staffing levels, increase number of job coaches. Two part time year 1, one full time by year 3.
 2. Add two new community partners each year through year three.
 3. Reduce or eliminate current list of candidates.
 4. Enhance partnership with Project Search.
 - **Responsible Person:** Teresa Dolph
 - **Deadline:** 12/2027
 - **Resources Required:** Educating community, meet with transition team at high schools and middle schools.
 - **Budget:** Increase revenue by year three by \$42,000 by reducing/eliminating waiting list \$42,000 increased Revenue = \$44,833 in increased expenses.
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements, Census

- **Key Initiative 1.1.e:** Increase DayHab Census.
 - **Activities:**
 1. Increase census by 4 individuals by year three.
 2. Add one fulltime equivalent employee by year three.
 3. Add one additional vehicle by year three. (\$60,000...grant)
 - **Responsible Person:** Leadership Team
 - **Deadline:** 12/2027
 - **Resources Required:** Marketing
 - **Budget:** Net increase of \$58,000 annually through year three equals \$52,414 in Expenses annually.
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements

- **Key Initiative 1.1.f:** Reduce expenses agency wide.
 - **Activities:**
 1. Review utilities annually.
 2. Review vendor contracts annually.
 3. Explore technology for opportunities to reduce costs.
 4. Create efficiency improvements by investing.
 - **Responsible Person:** Leadership Team
 - **Deadline:** 12/2027
 - **Resources Required:** Contracts
 - **Budget:** Current Expenses: \$7,166,093. 1% reduction = \$71,660

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- **Deliverable/Metric: Monthly Financial & Cash Flow Statements**

GOAL 1 NET IMPACT: HH - \$28,511 - SCI - \$55,982 C.L. - \$27,865 SEP - (\$2,833) DAYHAB - \$16,758 - BUDGET CUTS - \$71,660 = \$197,950

Goal 2: Increasing overall employee experience by incentivizing and expanding benefits package.

- **Objective 2.1:** *Utilize employee feedback from the Focus Group and agency surveys to determine what we can do to enhance the agency experience.*
 - **Key Initiative 2.1.a:** 401k Review
 - **Activities:**
 1. Determine the parameters.
 2. Estimate the costs.
 3. Define contribution based on financial success of the agency.
 - **Responsible Person:** Human Resource Director/Executive Director
 - **Deadline:** 12/2025
 - **Resources Required:** Agency finances, input from TPA.
 - **Budget:** TBD
 - **Deliverable/Metric:** Employee Satisfaction Survey's
 - **Key Initiative 2.1.b:** Improvement in Technology/Equipment
 - **Activities:** Develop a plan to implement/update equipment
 1. Develop wish list for each department.
 2. Prioritize needs by department.
 3. Create a schedule for updating.
 4. Research grant opportunities.
 5. Determine budget impact.
 - **Responsible Person:** Leadership Team
 - **Deadline:** Ongoing through year 3, review list quarterly
 - **Resources Required:** Employee input, Grant Info.
 - **Budget:** TBD
 - **Deliverable/Metric:** PC/Equipment Log
 - **Key Initiative 2.1.c:** Additional Holidays - Estimated Cost \$24,000 (\$8,000 OT, \$16,000 Regular Wages)
 - **Activities:** Issue survey to employees

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1. Determine best option for an additional holiday.
 2. Implement, update handbook to reflect change.
 3. Get board approval.
- **Responsible Person:** Leadership
 - **Deadline:** Review/determine if economically possible.
 - **Resources Required:** Budget, Employee Survey
 - **Budget:** TBD
 - **Deliverable/Metric:** Move from 8 to 9 paid holidays.
- **Key Initiative 2.1.d:** Explore options to enhance part time employee experience.
- **Activities:**
 1. Vacation Pay.
 2. Sick Time.
 3. 401k.
 4. Holiday Pay.
 - **Responsible Person:** Leadership
 - **Deadline:** Progress yearly through 2027
 - **Resources Required:** Employee Surveys
 - **Budget:** TBD
 - **Deliverable/Metric:** PT Employee Census, Survey Results
- **Key Initiative 2.1.e:** Increase/Improve Employee Interaction
 - **Activities:** Improve/Enhance Focus Group
 1. Increase participation in Focus Group.
 2. Add Teams Option for joining.
 3. Incentive for participating in group.
 4. Quarterly retreat.
 5. Leadership participation.
 - **Responsible Person:** Leadership
 - **Deadline:** Annual review, start immediately.
 - **Resources Required:** Employees, Surveys
 - **Budget:** TBD, Minimal Impact
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements

Goal 3: Retain current employees while increasing the workforce to meet the growing needs of the agency.

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- **Objective 3.1:** *Build on initiatives set in Goal #2 to increase retention to meet growing needs.*
 - **Key Initiative 3.1.a:** Reintroduce Longevity Pay
 - **Activities:** Review budget after year 2, determine feasibility for moving forward.
 1. Define process based off previous incentive.
 2. Adjust benefit to coincide with long term financial expectations.
 3. Review with board.
 4. Update personnel manual.
 - **Responsible Person:** Leadership
 - **Deadline:** 12/2027
 - **Resources Required:** Budget, Info on Longevity Pay
 - **Budget:** TBD
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements
 - **Key Initiative 3.1.b:** Increase ancillary benefits.
 - **Activities:** Determine impactful options for increasing benefits.
 1. Employee Vision.
 2. Agency covers larger part of premium.
 3. Pet Insurance.
 4. Wellness incentive – approved list of items to purchase with set amount.
 5. Review Voluntary Options
 - **Responsible Person:** Leadership
 - **Deadline:** 12/2027
 - **Resources Required:** Information, costs, options.
 - **Budget:** TBD
 - **Deliverable/Metric:** Monthly Financial & Cash Flow Statements
 - **Key Initiative 3.1.c:** FSA Contribution.
 - **Activities:**
 1. Determine amount allowed per employee.
 2. Review budget to determine financial impact.
 3. Review employee participation in healthcare plan to determine impact.
 - **Responsible Person:** Executive Director/Human Resources Director
 - **Deadline:** 12/2027
 - **Resources Required:** Additional revenue.
 - **Budget:** TBD
 - **Deliverable/Metric:** Participant census, budget.

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Monitoring and Evaluation

Regular progress reports and evaluations will be conducted to ensure alignment with our strategic goals. Key performance indicators (KPIs) will be established to measure the success and impact of our initiatives.

Conclusion

This strategic plan will guide Skyline Center, Inc. in achieving its mission and vision, ensuring sustainable growth and impactful service delivery. We thank our board, staff, partners, and stakeholders for their ongoing support and dedication.

Participants: Skyline Center, Inc. Leadership Team Members

Brandon Rumler – Executive Director
Lisa Hammond – Human Resource Director
Teresa Dolph – Supported Employment Director
Kim Brackemyer – Operations Director
Bridget Ainley – Community Living Director
Kevin Rockrohr – Property Maintenance Director
Tricia Kane – Marketing Director
Natallie Fullick – Home Health Director

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