



## Strategic Plan 2024- 2029

**Vision:** Swallow School District will be the best school district in the State of Wisconsin.

**Mission:** Maximizing every student's academic and personal potential for lifelong success in our rapidly evolving world.

### Focus #2:Resources

We will restore the long-term financial stability of the Swallow School District so that we can:

- Fund initiatives identified in the Strategic Plan.
- Build a value-based financial system that relates significant actions back to the vision and Mission of the District.
- Rebuild the Fund Balance to a stronger position.
- Attract and retain talented Staff with competitive compensation.
- Fund capital expenditures not separately funded.
- Respond to unfunded mandates and other cost issues that may arise.



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### Focus #2 - Resources, funding, and future planning

**Bucket/Committee Lead:**

**Team Members:**

**Purpose of the committee:**

**Goals for this bucket:**

We will restore the long term financial stability of the Swallow School District, so that we can:

- Fund initiatives identified in the Strategic Plan.
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Statement of Work	Priority Level P1: Critical P2: Important P3: Normal	Timeline for work	People Responsible	Success Indicator
Complete multi-year cash forecast through FY 2030/31	Critical ▾	November 2024	Board and Staff	Completed documentation
Revisit the minimum cash balance requirement. This is an input into the referendum needed.	Critical ▾	November 2024	Board and Staff	Revised Minimum amount
Prepare and pass an operating referendum	Critical ▾	April 2026	Board, Administration,, Staff, Ad Hoc Finance Committee	Passed referendum
Re-examine the CRP from the past and fund it appropriately based on recommendations from leadership	Critical ▾	December 2024	Superintendent	Updated plan model
Update the multi-year Capital Expenditure Plan and continue to execute the plan. This is an input into the referendum	Critical ▾	November 2024	Administration and Staff	Updated plan document



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needed.				
Increase information available about other districts. This is an input into the referendum needed.	Critical ▾	December 2024	Administration and Staff	Information received
Develop a marketing plan, including: <ul style="list-style-type: none"> <li>● Written outreach to District families</li> <li>● Advertising/mailing outside the District</li> <li>● Personal follow-up</li> <li>● Other</li> </ul>	Critical ▾	January 2025	Administration	Plan documented
Revisit class size and open enrollment limitations	Critical ▾	January 2025	Board and Administration	Limitations approved
Develop a limited number of Key Performance Indicators (KPIs)	Important ▾	December 2024	Board, Administration and Staff	KPIs presented to the Board on a regular schedule
Develop monthly budget information to facilitate review of the District’s ongoing financial status	Important ▾	Ongoing	Administration	Monthly budget information is included in the financial information presented to the Board



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Explore a backstop line of credit borrowing arrangement for use in emergency situations	Normal ▾	March 2025	Board, Administration, and Staff	Arrangement is finalized
Explore strategic partnerships (beyond shared busing) to keep costs under control- #66.03	Normal ▾	Ongoing	Administration and Staff	Periodic reports to the School Board