



Office of Financial Services Department Annual Plan 2026-2027

Our Guiding Principles: The CMS Way!

Endless possibilities start with



OUR MISSION

To create an innovative, inclusive, student-centered environment that supports the development of independent learners.

OUR VISION

To lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

2024 – 2029 DISTRICT GOALS

-  Improve Early Literacy in Grades K – 2
-  Improve Literacy Skills in Grades 3 – 8
-  Strengthen Math Performance in Math 1
-  Post-Grad Readiness

CORE BELIEFS

Public education is essential to democracy and necessary for economic opportunity, mobility and the broader public good.

We are responsible for building and maintaining a high performing school district.

Each student is uniquely capable and deserves an engaging, relevant, and challenging educational experience.

Our principals and teachers make the critical difference in student achievement and building a positive school community.

The school system, families, and communities are necessary partners in ensuring the academic, social, emotional and behavioral success of students.

GUARDRAILS



Equity over Equality:
Reducing Achievement Gaps



Safety & Security



Attending to the Whole Child:
Wellbeing & Engagement



Staffing:
High Quality Teachers

FOUR PILLARS OF EXCELLENCE



Academic Excellence



People Excellence



Operational Excellence



Engagement Excellence

OUR COMMITMENT TO DELIVER **EXCELLENCE** WITHOUT EXCEPTION

Strategic Plan Overview

We are future-focused.

Our mission is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

We are community-driven.

Our vision is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

Goals

Goals reflect our vision and will help us attain it.

Improved Early Literacy in Grades K-2	Improved Literacy Skills in Grades 3-8	Strengthened Mathematics Performance	Post-Grad Readiness
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Guardrails

Guardrails embody our values. These are not outputs, but ways of being at Charlotte-Mecklenburg Schools.

Equity over Equality	Safety & Security	Attending to the Whole Child	High Quality Teachers
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Pillars of Excellence

Academic Excellence Empower academic success	People Excellence Enable a thriving workforce	Operational Excellence Deliver efficient operations	Engagement Excellence Forge strong community partnerships
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2024–29 Goals and Guardrails

Student Outcomes Focused Governance

Charlotte-Mecklenburg Schools has aligned our work to achieve the goals and guardrails below. These are a result of the Charlotte-Mecklenburg Board of Education's commitment to Student Outcomes Focused Governance (SOFG), a framework for keeping a school board and a school district's leadership focused on investing time on goals and actions that directly move the needle for students' academic achievement and physical, emotional, and social well-being.





Operational Excellence

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe3:	Develop and implement sustainable budgets and financial forecasts to guide prudent spending.
STRATEGY Oe 3.001: Develop a multi-year financial forecast for the district to assist in the prioritization and sequencing of our actions and the prudent identification of resource needs.	
Wildly Important Goal(s)	Increase the utilization of core Oracle Finance forecasting modules from partial usage to 100% operational adoption by June 2027.
Performance Measure(s)	Final view of financial forecast preliminary view of financial forecast
Collaborating Departments	All Charlotte-Mecklenburg Schools Departments

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe3:	Develop and implement sustainable budgets and financial forecasts to guide prudent spending.
STRATEGY Oe 3.002: Improve funding formulas and create mechanisms to ensure equitable distribution of all resources across the district.	
Wildly Important Goal(s)	Maintain on-track execution for the 2028 Oracle HCM go-live by achieving 100% of FY27 project implementation milestones by June 2027.
Performance Measure(s)	Preparation of Management Report for use in financial review process
Collaborating Departments	All Charlotte-Mecklenburg Schools Departments

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe3:	Develop and implement sustainable budgets and financial forecasts to guide prudent spending.
STRATEGY Oe 3.003: Enhance comprehensive periodic financial reviews so resources are aligned to maximize return on investment and to balance short- and long-term needs.	
Wildly Important Goal(s)	Increase the use of real-time financial data in departmental decision-making from limited dashboard reporting to 100% of departments participating in regular budget review meetings supported by Oracle Analytics Cloud dashboards by June 2027.
Performance Measure(s)	Implementation of regular financial review discussions with Cabinet and departmental leaders
Collaborating Departments	All Charlotte-Mecklenburg Schools Departments

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe3:	Develop and implement sustainable budgets and financial forecasts to guide prudent spending.
STRATEGY Oe 3.004: Streamline financial systems, policies and procedures to ensure schools are adequately and efficiently equipped to deliver high-quality learning experiences.	
Wildly Important Goal(s)	Increase enterprise reporting and operational efficiency by completing 100% of Oracle Analytics Cloud deployment and FY27 HCM/EPM project milestones by June 2027.
Performance Measure(s)	Oracle Implementation
Collaborating Departments	All Charlotte-Mecklenburg Schools Departments



Engagement Excellence

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee4:	Coordinate with community organizations and pursue new funding opportunities to provide the resources needed for our students and staff and to create new opportunities for them.
STRATEGY Ee 4.001: Secure more resources for our students and educators by aggressively pursuing funds targeted to the areas of highest impact and supporting ongoing innovation.	
Wildly Important Goal(s)	Increase the district funding provided through competitive grants by 10% from \$3.3 million to \$3.6 million by June 2027.
Performance Measure(s)	Quarterly Growth of Competitive Grant Awards
Collaborating Departments	All Charlotte-Mecklenburg Schools Departments

2026–27 Department Plans Index

Department	Budget
WIG(s)	Increase the utilization of core Oracle Finance forecasting modules from partial usage to 100% operational adoption by June 2027
Performance Measure(s)	Final view of financial forecast preliminary view of financial forecast
Department	Capital and Special Projects
WIG(s)	Increase the district funding provided through competitive grants by 10% from \$3,333,753 to \$3,667,128 by June 2027.
Performance Measure(s)	Quarterly reports on competitive grants and donations received
Department	Finance & Data Analytics and Reporting
WIG(s)	Increase the use of real-time financial data in departmental decision-making from limited dashboard reporting to 100% of departments participating in regular budget review meetings supported by Oracle Analytics Cloud dashboards by June 2027
Performance Measure(s)	Implementation of regular financial review discussions with Cabinet and departmental leaders
Department	Financial Services
WIG(s)	Increase the use of real-time financial data in departmental decision-making from limited dashboard reporting to 100% of departments participating in regular budget review meetings supported by Oracle Analytics Cloud dashboards by June 2027.
Performance Measure(s)	Implementation of regular financial review discussions with Cabinet and departmental leaders

2026–27 Department Plans Index

Department	Grant Innovation & Management
WIG(s)	Increase the district funding provided through competitive grants by 10% from \$3,333,753 to \$3,667,128 by June 2027.
Performance Measure(s)	Quarterly reports on competitive grants and donations received
Department	Procurement
WIG(s)	Maintain on-track execution for the 2028 Oracle HCM go-live by achieving 100% of FY27 project implementation milestones by June 2027
Performance Measure(s)	Preparation of Management Report for use in financial review process
Department	Workforce Management & Payroll
WIG(s)	Maintain on-track execution for the 2028 Oracle HCM go-live by achieving 100% of FY27 project implementation milestones by June 2027
Performance Measure(s)	Preparation of Management Report for use in financial review process