



# Operations 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 |
|---------------------------------------|----------------------------------------|--------------------------------------|---------------------|

### 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 |
|----------------------|-------------------|------------------------------|-----------------------|

### Pillars of Excellence

|                                                        |                                                         |                                                               |                                                                     |
|--------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------|
| <b>Academic Excellence</b><br>Empower academic success | <b>People Excellence</b><br>Enable a thriving workforce | <b>Operational Excellence</b><br>Deliver efficient operations | <b>Engagement Excellence</b><br>Forge strong community partnerships |
|--------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------|

# 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

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# 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.

|                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PRIORITY Oe1:</b>                                                                                                                                                                                                                                                                                                      | Build and actively maintain great facilities.                                                                                                                                                                                      |
| <b>STRATEGY Oe 1.001:</b> Address Deferred Maintenance: (1) conduct a complete system-wide review of all facilities (the DSA, FCA), noting all deferred maintenance items by priority, and (2) create a multi-year funding plan to address the corrective actions integrating the needed funding into the budget process. |                                                                                                                                                                                                                                    |
| <b>Wildly Important Goal(s)</b>                                                                                                                                                                                                                                                                                           | <p>Complete 35% of all phase 1, 2 and 3 identified critical repairs/replacements by June 2027</p> <p>Complete 100% of CMS ten year long range facility masters plan with a data-driven repair vs. replace model by March 2027.</p> |
| <b>Performance Measure(s)</b>                                                                                                                                                                                                                                                                                             | FCA Executive Summary                                                                                                                                                                                                              |
| <b>Collaborating Departments</b>                                                                                                                                                                                                                                                                                          | Construction Services<br>Maintenance & Engineering<br>Operations Support Services                                                                                                                                                  |

# 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.

|                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                    |
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| <b>PRIORITY Oe1:</b>                                                                                                                                                                                | Build and actively maintain great facilities.                                                                                                                                                                                                                                                      |
| <b>STRATEGY Oe 1.002:</b> Build and maintain modern facilities that maximize student learning, prioritizing areas of need and integrate this work with the periodic comprehensive review as needed. |                                                                                                                                                                                                                                                                                                    |
| <b>Wildly Important Goal(s)</b>                                                                                                                                                                     | <p>Increase stakeholder participation in capital project engagement activities from 28% to 43% by June 2027.</p> <p>Increase on-time warranty turnover and closeout completion rates from 0% to 15% by June 2027.</p>                                                                              |
| <b>Performance Measure(s)</b>                                                                                                                                                                       | <p>Number of walkthroughs scheduled/conducted per project (3/6/9/12 months)</p> <p>Percentage of Process Maps completed</p> <p>Warranty Dashboard</p> <p>Warranty issues rate(s)</p> <p>Warranty Log to Warranty Database transition</p> <p>Stakeholder participation in engagement activities</p> |
| <b>Collaborating Departments</b>                                                                                                                                                                    | <p>Facilities Management</p> <p>Facility Use and Planning</p> <p>Maintenance</p> <p>Office of Academic Performance</p> <p>Operations</p> <p>Student Planning, Placement, Programs</p>                                                                                                              |

# 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.

|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                      |
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| <b>PRIORITY Oe1:</b>                                                                                                                               | Build and actively maintain great facilities.                                                                                                                                                                                                                                                                                                                                        |
| <b>STRATEGY Oe 1.003:</b> Ensure we meet safety and accessibility standards and make necessary facility upgrades in all classrooms and workspaces. |                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Wildly Important Goal(s)</b>                                                                                                                    | <p>Increase completion of Workplace Occupancy and Utilization Index assessments for administrative facilities from 0% to 25% by June 2027.</p> <p>Increase documented occupancy and space utilization plans for administrative facilities from 0% to 25% by June 2027.</p>                                                                                                           |
| <b>Performance Measure(s)</b>                                                                                                                      | <p>Complete occupancy verification for 25% of administrative sites</p> <p>Conduct space utilization assessments for each site.</p> <p>Develop and document occupancy plans for 25% of administrative locations</p> <p>Present recommendations and implementation priorities to district leadership</p> <p>Validate occupancy index for all administrative facilities and schools</p> |
| <b>Collaborating Departments</b>                                                                                                                   | Capital Planning and Real Estate<br>Design and Project Management                                                                                                                                                                                                                                                                                                                    |

# 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.

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| <b>PRIORITY Oe1:</b>                                                                                                                                              | Build and actively maintain great facilities.                                                                                                                                                    |
| <b>STRATEGY Oe 1.004:</b> Reduce completion time for submitted work orders at all sites, and improve communication between the Operations Department and schools. |                                                                                                                                                                                                  |
| <b>Wildly Important Goal(s)</b>                                                                                                                                   | <p>Decrease the FMX maintenance request response rate from 13 days to 4 days by June 2027.</p> <p>Decrease the FMX maintenance request resolution rate from 15 days to 14 days by June 2027.</p> |
| <b>Performance Measure(s)</b>                                                                                                                                     | <p>Completion Percentage</p> <p>FMX customized reports</p> <p>Work Order Resolution Rate (days)</p> <p>Work Order Response Rate (days)</p>                                                       |
| <b>Collaborating Departments</b>                                                                                                                                  | <p>Custodial Services</p> <p>Maintenance &amp; Engineering</p>                                                                                                                                   |

# 2026–27 Department Plans Index

| Department             | Capital Planning & Real Estate                                                                                                                                                                                                                                                                                                                                                      |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| WIG(s)                 | <p>Increase completion of Workplace Occupancy and Utilization Index assessments for administrative facilities from 0% to 25% by June 2027</p> <p>Increase documented occupancy and space utilization plans for administrative facilities from 0% to 25% by June 2027.</p>                                                                                                           |
| Performance Measure(s) | <p>Complete occupancy verification for 25% of administrative sites</p> <p>Validate occupancy index for all administrative facilities and schools</p> <p>Conduct space utilization assessments for each site</p> <p>Develop and document occupancy plans for 25% of administrative locations</p> <p>Present recommendations and implementation priorities to district leadership</p> |
| Department             | Chief of Police                                                                                                                                                                                                                                                                                                                                                                     |
| WIG(s)                 | <p>Deliver from 0 to 10 proactive safety communications and crime prevention outreach activities consistently through June 2027.</p> <p>Develop and launch a unified multi-agency messaging framework and active social media presence by June 2027.</p>                                                                                                                            |
| Performance Measure(s) | <p>Community awareness/satisfaction ratings related to school safety messaging</p> <p>Number of safety messages, videos, and social media posts distributed each month</p> <p>Social media reach, impressions, and engagement rates for safety campaigns</p>                                                                                                                        |

# 2026–27 Department Plans Index

| Department                    | Custodial Services                                                                                                                                                                                                |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>WIG(s)</b>                 | Increase the number of schools scoring an "A" or "B" on the Cleanliness Index from 64% to 75% by June 2027.                                                                                                       |
| <b>Performance Measure(s)</b> | Building Cleanliness Inspection Dashboard<br>School Monthly Report Card<br>Principals Qualitative Feedback                                                                                                        |
| Department                    | Design and Project Management                                                                                                                                                                                     |
| <b>WIG(s)</b>                 | Increase stakeholder participation in capital project engagement activities from 28% to 43% by June 2027.<br><br>Increase on-time warranty turnover and closeout completion rates from 0% to 15% by June 2027.    |
| <b>Performance Measure(s)</b> | Number of walkthroughs scheduled/conducted per project (3/6/9/12 months)<br>Stakeholder participation in engagement activities<br>Transitioning from Warranty Log to Warranty Database<br>Warranty issues rate(s) |
| Department                    | Environmental Health & Stewardship                                                                                                                                                                                |
| <b>WIG(s)</b>                 | Reduce EHS FMX finalized work orders by 20% from 408 to 326 and improve average completion time by 20% from 7.33 days to 5.86 days by June 2027                                                                   |
| <b>Performance Measure(s)</b> | Clearer communication of FMX request closure<br>More detailed reporting when addressing FMX requests<br>Reduction of FMX requests                                                                                 |

# 2026–27 Department Plans Index

| Department             | Facility use and Planning                                                                                                                                                                                    |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| WIG(s)                 | 100% of completed bond project turnover documentation is maintained in FacTrax within 30 days of turnover by June 2027.                                                                                      |
| Performance Measure(s) | Conduct quarterly compliance reviews<br>Percentage of completed bond project turnover documentation recorded in FacTrax within 30 days.<br>Percentage of completed project turnovers reviewed within 30 days |
| Department             | Graphic Production                                                                                                                                                                                           |
| WIG(s)                 | Increase the percentage of impressions produced in-house from 1.4% to 3% by June 2027 through increased utilization of district-owned printing equipment.                                                    |
| Performance Measure(s) | Number of print jobs<br>Services provided to internal and external customers                                                                                                                                 |
| Department             | Maintenance & Engineering                                                                                                                                                                                    |
| WIG(s)                 | Decrease the FMX maintenance request response rate from 13 days to 4 days by June 2027.<br><br>Decrease the FMX maintenance request resolution rate from 15 days to 14 days by June 2027.                    |
| Performance Measure(s) | Completion Percentage<br>FMX customized reports<br>Work Order Resolution Rate (days)<br>Work Order Response Rate (days)                                                                                      |
| Department             | Operations Support Services                                                                                                                                                                                  |
| WIG(s)                 | Encumber 90% to 100% of non-bond capital funds by June 2027.                                                                                                                                                 |
| Performance Measure(s) | Percent of funds encumbered                                                                                                                                                                                  |

# 2026–27 Department Plans Index

| Department             | School Nutrition                                                                                                                                                                                                              |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| WIG(s)                 | Increase lunch participation from 57% to 58% by June 2027.                                                                                                                                                                    |
| Performance Measure(s) | Lunch Participation Rate by school, monthly<br>Lunch Participation Rate, district wide, monthly                                                                                                                               |
| Department             | Transportation                                                                                                                                                                                                                |
| WIG(s)                 | Increase the AM on-time arrival rate from 87.9% to 91% by June 2027.<br>Increase the PM on-time arrival rate from 86.9% to 89% by June 2027                                                                                   |
| Performance Measure(s) | Missed Runs report<br>On-time arrival reports                                                                                                                                                                                 |
| Department             | Warehouse Operations                                                                                                                                                                                                          |
| WIG(s)                 | Implement a documented FF&E planning and recovery process for new and existing schools that establishes clear criteria for funding, prioritization, approval, tracking, and alignment with district programming by June 2027. |
| Performance Measure(s) | The development of decision-making process maps for prioritization and approvals                                                                                                                                              |