



2024-2025 Office of Financial Services Annual Plan

Guiding Principles

MISSION

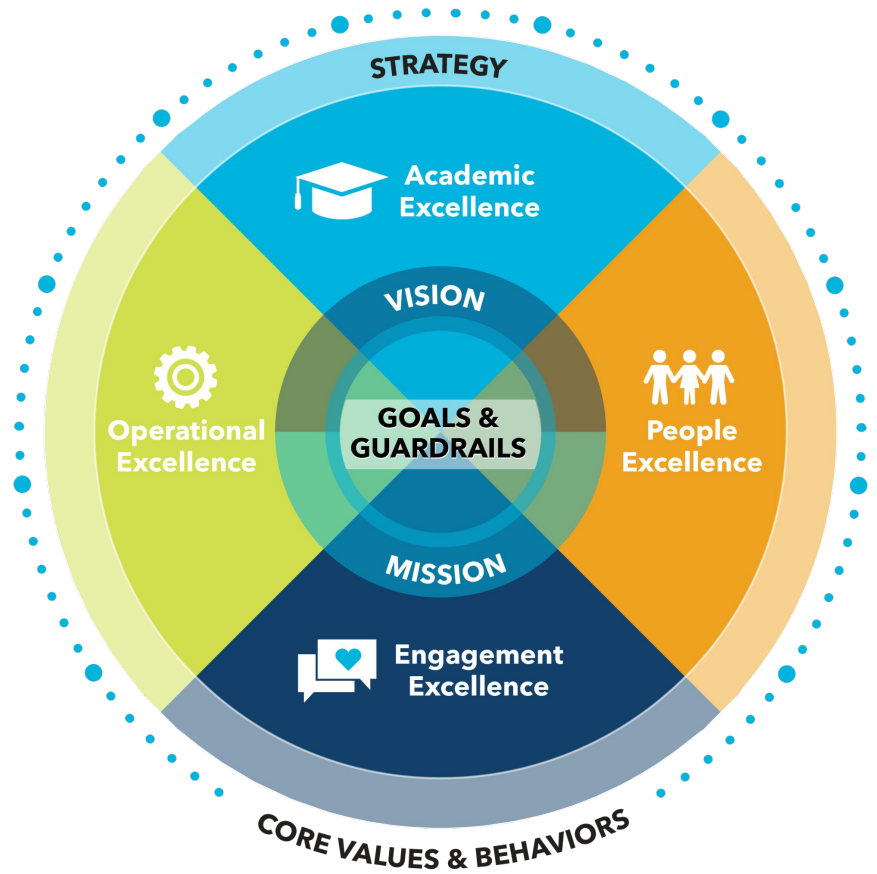
The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

VISION

The vision of Charlotte-Mecklenburg Schools is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

STRATEGY

CMS leads the way, charting a pathway of endless possibilities, for students and employees, through a connected ecosystem of families, community and organizations, both public and private.



PILLARS OF EXCELLENCE



Academic Excellence

Charlotte-Mecklenburg Schools commits to educating the whole child to world class standards and will provide a criteria-aligned comprehensive curriculum.



People Excellence

Charlotte-Mecklenburg Schools commits to an improved employee experience inclusive of enhancing recruiting, retention, and training opportunities.



Operational Excellence

Charlotte-Mecklenburg Schools commits to operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.



Engagement Excellence

Charlotte-Mecklenburg Schools commits to being a collaborative and inclusive community partner, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

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

Academic Excellence
Empower academic
success

People Excellence
Enable a thriving
workforce

Operational Excellence
Deliver efficient
operations

Engagement Excellence
Forge strong community
partnerships

Excellence without exception.

For more information, please see our full report.



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	Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy, by July 2025.
Key Levers	<ul style="list-style-type: none">• Develop a financial model to project financials beyond current budget year (5 year projection)• Collaborate with superintendent and cabinet members to understand key assumptions and the resulting potential longer-term outcomes• Review and discuss with Charlotte-Mecklenburg Board of Education and County Commission in the December-January timeframe
Performance Measure(s)	Final view of financial forecast Preliminary view of financial forecast
Collaborating Departments	All Central Office 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	Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy, by July 2025.
Key Levers	<ul style="list-style-type: none">● Collaborate with fund owners and executive approvers● Facilitate the Quarterly financial review process with fund owners and executive approvers● Realign and refine budget team responsibilities/core work processes
Performance Measure(s)	Preparation of Management Report for use in financial review process
Collaborating Departments	All Central Office 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	Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy, by July 2025.
Key Levers	<ul style="list-style-type: none">• Continuous collaboration with Fund Owners and Executive Approvers on budgetary needs• Preparation and review of financial reports within Finance, Departments, Cabinet, and, where applicable, the Facilities, Finance and Operations Committee of the Board
Performance Measure(s)	Implementation of regular financial review discussions with Cabinet and departmental leaders
Collaborating Departments	All Central Office 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	Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy by July 2025.
Key Levers	<ul style="list-style-type: none">• Continue to accelerate the monthly close calendar• Create new or review and update existing financial policies• Engagement in the modernization, specifically Oracle
Performance Measure(s)	Oracle Implementation
Collaborating Departments	All Central Office 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	Increase the number of grants, resources, and donations awarded to the district from 75 to 100 by June 2025.
Key Levers	<ul style="list-style-type: none">● Pursue new funding opportunities to provide the resources needed for our students and staff● Distribute grant opportunities and advertise lunch and learn series● Conduct accurate and timely grant management monitoring and reporting
Performance Measure(s)	Dollar amount of grants submitted quarterly Number of grants submitted Number of participants Number of sessions in grant writing and management delivered Number of training/lunch and learn building awareness
Collaborating Departments	Finance Legal Operations

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 4.003: Identify new sources of revenue from federal, state and local levels to maximize the use of recurring and non-recurring funds for all district operations.	
Wildly Important Goal	Increase the number of grants, resources, and donations awarded to the district from 75 to 100 by June 2025.
Key Levers	<ul style="list-style-type: none">Using identified high priority district needs that are aligned to the district strategic plan, identify and pursue new federal, state and local funding opportunities to provide the resources needed for students and staffCreate, implement and progress monitor a system and associated tool(s) needed to ensure compliance with procedures, regulations, policies and laws when collaborating with external organizations on funding opportunities
Performance Measure(s)	Dollar amount of new grants submitted quarterly Number of newly identified sources Number of grants submitted Use of system and tools
Collaborating Departments	CMS Foundations New External Partners