



2024-2025 Operations Annual Plan

Guiding Principles

MISSION

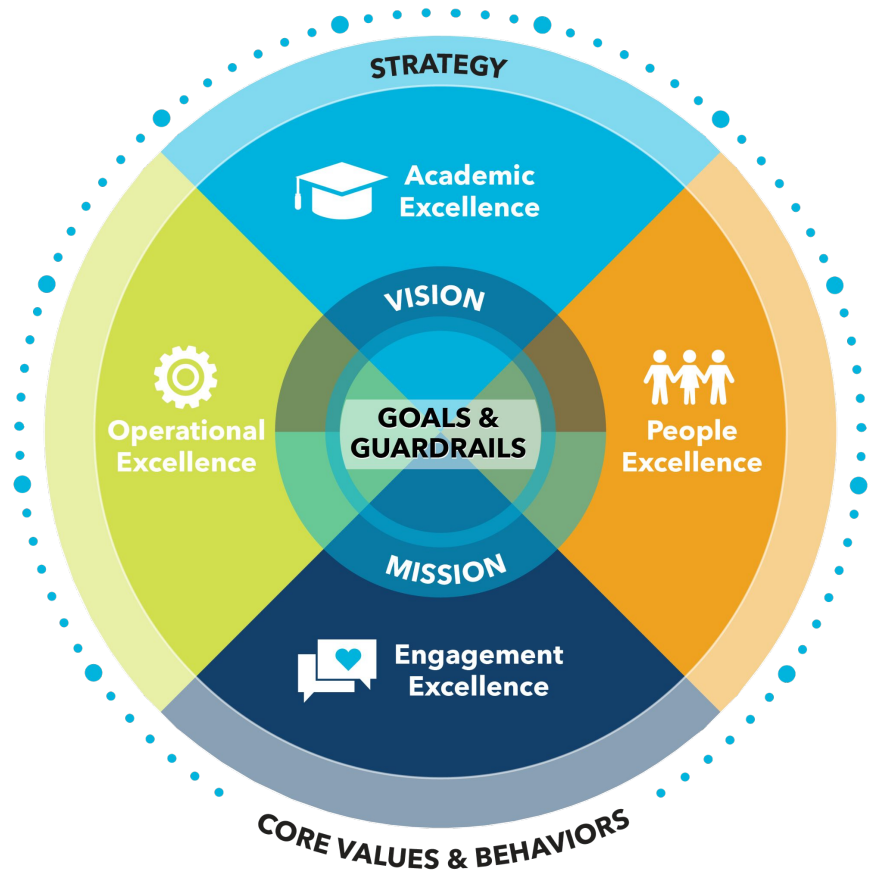
The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

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.



2024-2025 Operations Department Annual Plan

2024-25 Department Plans Index

| Department | Building Services |
|-------------------------------|---|
| WIG(s) | <p>Identify and implement a work order system/process to improve the communication and reduce completion time for submitted work orders at all sites by June 2025</p> <p>Create and implement an organizational structure to support the completion of capital maintenance projects by June 2025.</p> |
| Performance Measure(s) | <p>Delivery on project commitments, good communication, positive feedback Greater visibility on work order response time and completion</p> <p>Project plan to track and complete critical work items</p> |
| Department | Charlotte-Mecklenburg Schools Police Department |
| WIG(s) | <p>Increase staffing of Experienced Police Telecommunicators in the CMS Dispatch Center from 6 positions to at least 7 by June 2025.</p> <p>Increase number and frequency of Active Survival Response Training for CMS Employees from 6,000 yearly to 9,000 by June 2025.</p> <p>Analyze and prioritize the results of the District Safety Assessment (DSA), into actionable steps for implementation by June 2025.</p> |
| Performance Measure(s) | <p>Number and frequency of vacancies Shift vacancy (pay differential)</p> <p>Active Survival Training Attendance Projected number of new employees in need of training</p> <p>Completion of the DSA Sharing Results of the DSA with CMBE, District Leaders, and School Leaders</p> |
| Department | Graphic Production |
| WIG(s) | <p>Increase sales internally and externally by 25% from FY23 invoices by June 2025</p> <p>Decrease the percent of vacancies from 20.69% to no more than 6.45% by March 2025.</p> |
| Performance Measure(s) | <p>Number of new potential clients reached Number of requests for services from community partners using the digital storefront.</p> <p>Reduction in the number of vacancies</p> |

2024-25 Department Plans Index

| Department | School Nutrition |
|-------------------------------|---|
| WIG(s) | <p>Increase lunch participation from 53.5% to 55% by June 2025.</p> <p>Increase average daily a la carte sales from \$29,500 to \$32,000 by June 2025.</p> <p>Decrease the number vacant cafeteria positions in critical needs schools from 48 to 28 by December 2024.</p> |
| Performance Measure(s) | <p>Increased uptake of lunch consumption</p> <p>Number of food testing opportunities with students</p> <p>Number of reimbursable meals served each month</p> <p>Dollar amount of a la carte sales each month</p> <p>Number of entrees sold on particular menu days</p> <p>School compliance with minimum offering requirements</p> |
| Department | Support Services |
| WIG(s) | <p>Reduce processing times for requisitions and contracts to improve customer satisfaction score from 90% to 92% by June 2025.</p> <p>Encumber 90% to 100% of critical projects identified by the Facilities Condition Assessment by June 2025.</p> <p>Develop a planning tool to capture inputs and request for Building Services and Capital Planning by March 2025</p> |
| Performance Measure(s) | <p>Monitoring of requisition location report and DocuSign weekly</p> <p>Percent of time contract processing that meets goal</p> <p>Percent of time requisition processing that meets reduction goal</p> <p>Bi-weekly review of 2025 procurement plan</p> <p>Monthly update to the Facilities, Finance and Operations Committee</p> <p>Forecast list of projects and funding required to support the project</p> |

2024-25 Department Plans Index

| Department | Transportation |
|--------------------------------------|--|
| <p>WIG(s)</p> | <p>Maintain or exceed current on-time arrival of 93% for mornings and 89% for afternoons by June 2025.</p> <p>We will maintain or exceed our current staffing goals of hiring and retaining 9% more technicians, 5% more drivers by June 2025.</p> <p>Implement GPS system to increase awareness of bus arrival times by June 2025</p> |
| <p>Performance Measure(s)</p> | <p>Absentee and One-Time Arrival Reports Driver Advisory Focus Group & Feedback</p> <p>Daily Missed Runs Report Driver Bonus Opportunities Late Paperwork Report Analysis</p> <p>Community engagement Project completion</p> |
| Department | Warehouse Operations |
| <p>WIG(s)</p> | <p>Improve process of maintaining warehouse trucks and courier vans to increase service levels by June 2025</p> <p>Improve process and efficiency of the frozen food picking process by June 2025</p> |
| <p>Performance Measure(s)</p> | <p>Maintenance costs per vehicle Weekly vehicle downtime for maintenance Vehicle replacement plan</p> <p>Implementation of process Monthly off-site pallet count the 1st of each month</p> |



2024-2025

**Building Services Department
Annual Plan**



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 Oe1: | Build and actively maintain great facilities. |
| STRATEGY Oe 1.001: 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. | |
| Wildly Important Goal | Perform phase 1, 2 and 3 Facility Condition Assessment of the District's portfolio of educational schools and facilities to inform a long range plan to prioritize critical work items by June 2025. |
| Key Levers | <ul style="list-style-type: none">● Review and prioritize the Phase 1, 2 and 3 work items to be completed from the Facilities Condition Assessment (FCA)● Enact a project plan to execute the completion of the items on the Critical Work Items Project List● Enact a project plan to execute the completion of the items on the Capital Maintenance List● Enact a project plan to execute and monitor progress of next steps resulting from the District Safety Assessment (DSA) |
| Performance Measure(s) | Delivery on project commitments, good communications, positive feedback and strong fiscal management Funding forecast developed, successful allocation of funds |
| Collaborating Departments | Building Services Facilities Finance and Schools |

Pillar: Operational Excellence

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| PRIORITY Oe1: | Build and actively maintain great facilities. |
| STRATEGY Oe 1.004: Reduce completion time for submitted work orders at all sites, and improve communication between the Operations Department and schools. | |
| Wildly Important Goal | Identify and implement a work order system/process to improve communication and reduce completion time for submitted work orders at all sites by June 2025. |
| Key Levers | <ul style="list-style-type: none">• Create, implement and monitor implementation of a computerized maintenance management system including processing of work orders• Conduct work order data analyses and next step action planning at the senior engineer and supervisor level on a regular cadence• Create, implement and monitor implementation of the Customer Service Center implementation of an effective "triage" process to determine appropriate department assignment team and senior portfolio managers and consistently reviewing effectiveness and impact data to determine adjustments in communication processes |
| Performance Measure(s) | 100% of staff in schools and departments trained employee and schools Implementation of work order system |
| Collaborating Departments | Facilities Finance Technology |

2024-25 Department Plans Index

| Department | Custodial Services |
|-------------------------------|---|
| WIG(s) | <p>Increase custodial staffing at schools from 84% to 90% by June 2025.</p> <p>Increase the number of schools scoring “Accomplished” and “Distinguished” on the Cleanliness Index from 20% to 50% by June 2025.</p> |
| Performance Measure(s) | <p>Staffing reports that include vacancies and leaves of absence</p> <p>Building cleanliness inspection data</p> |
| Department | Maintenance Operations |
| WIG(s) | <p>Increase the percentage of work orders with written comments from 50% to 90% by June 2025.</p> <p>Reduce the percentage of unplanned backlog work orders from 45% to 35% of all work orders by June 2025.</p> <p>Complete 90% of critical work items identified by the Facilities Condition Assessment by June 2025.</p> |
| Performance Measure(s) | <p>Financial statements associated with FCA projects</p> <p>Monthly Scorecard Review</p> <p>Work order audits</p> |



2024-2025

Facilities and Real Estate

Department Planning Annual Plan



Operational Excellence

Pillar: Operational Excellence

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| PRIORITY Oe1: | Build and actively maintain great facilities. |
| STRATEGY Oe 1.002: Build and maintain modern facilities that maximize student learning, prioritizing areas of need and integrate this work with the periodic comprehensive review as needed. | |
| Wildly Important Goal | Establish plans, baseline metrics, and ongoing metrics to monitor progress of the 2023 bond projects in the areas of Communication, MWSBE, and Project Delivery by June, 2025. |
| Key Levers | <ul style="list-style-type: none">• Enact a project plan to execute and monitor progress of next steps for the 2023 Bond Projects• Enact a project plan to execute and monitor progress of next steps for the new warranty turnover process |
| Performance Measure(s) | Community Engagement Development of Opportunities for MWSBE Firms Participation of Minority, Women, Small Business Enterprise Firms Project Completion Project Cost |
| Collaborating Departments | Building Services Communications Strategic Partnerships |

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|--|---|
| PRIORITY Oe1: | Build and actively maintain great facilities. |
| STRATEGY Oe 1.003: Ensure we meet safety and accessibility standards and make necessary facility upgrades in all classrooms and workspaces. | |
| Wildly Important Goal | Develop a new warranty/turnover process to reduce failure rates of key systems and components to 5% or fewer by June 30, 2025 |
| Key Levers | See key levers outlined in Priority Oe1, Strategies 1 and 2: <ul style="list-style-type: none">• 2023 Bond Project Plans and Metric Monitoring• New Warranty Turnover Process• Capital Maintenance Lists• District Safety Assessment (DSA) |
| Performance Measure(s) | Number of warranty issued identified and tracked to establish baseline Participation in progress in development Percentage and number of new and renovated facilities Progress toward documenting and process mapping |
| Collaborating Departments | Building Maintenance Technology |

2024-25 Department Plans Index

| Department | Capital Planning and Real Estate |
|-------------------------------|--|
| WIG(s) | <p>Update Facility Use policy, regulations, fee schedule, and documentation to ensure community access and attempt to recapture costs associated with use of schools and facilities by others to 95% by June 2025.</p> <p>Evaluate the existing educational environments index, then reassess 100% of school buildings built prior to 2007 according to any modifications to the index by June 2025.</p> <p>Assist in the development of a new warranty and turnover process to track, address, and reduce failure rates of key systems and components by June 2025.</p> |
| Performance Measure(s) | <p>Cost study results</p> <p>Existing Educational Environments Index (EEI) data</p> <p>Facility walkthrough results</p> |
| Department | Capital Program Services |
| WIG(s) | <p>Establish plans, baseline metrics, and ongoing metrics to monitor progress of the 2023 bond projects in the areas of communication, minority, women and small business enterprise, and Project Delivery by June 2025.</p> <p>Assist in the development of a new warranty/turnover process to track, address, and reduce failure rates of key systems and components by June 2025.</p> |
| Performance Measure(s) | <p>Facility walkthrough data</p> <p>Minority, Women and Small Business Enterprise/Workforce Development Plan</p> <p>Warranty issue reports</p> |

2024-25 Department Plans Index

| Department | Environmental Health and Stewardship |
|-------------------------------|---|
| WIG(s) | <p>Assist in the development of a new warranty and turnover process to track, address, and reduce failure rates of critical systems and components by June 2025.</p> <p>Increase the number of certified staff per school with the ability to respond to a medical and environmental crisis from 2 to at least 8 by June 2025.</p> |
| Performance Measure(s) | <p>Site inspection reports</p> <p>Training attendance</p> <p>Warranty issue(s) rate(s) reports</p> |
| Department | Facilities |
| WIG(s) | <p>Develop a new warranty/turnover process to track, address, and reduce failure rates of key systems and components by establishing a baseline for warranty issues and a tracker by June 2025.</p> <p>Revise and update the process for modifying the Master Specifications and A/E guidelines for new and renovated schools to ensure projects delivered are consistent with intent by June 2025.</p> |
| Performance Measure(s) | <p>Facility walkthrough data</p> <p>Process revisions/updates tracker</p> |