

Critical Success Factors (CSF's) Summary

Area	CSF's (Abbreviated Descriptions)	Totals	Link to CGCS	Yr 0: 2019/20	Yr 1: 2020/21	Yr 2: 2021/22	Yr 3: 2022/23
1 PR	Enforced processes and SOP's	3			X		
2 S	Aligned budget source and funding plan	4	2, 5				X
3 S	Coordinated short and long-range goals	3	7, 13		X		
4 P	Streamlined recruiting, onboarding and training	2	8		X		
5 P	Ability to measure employee productivity	2	11			X	
6 ST	Leveraged computer maint mngmt system (CMMS)	4	6				X
7 ST	Streamlined work order process/system	2			X		
8 P	Incremental org structure and staffing	3	3, 16			X	
9 PR	Investment analysis and discipline	2	4,		X		
10 PR	Improve whse & distrib performance	2	7			X	
11 P	Address critical needs vacancies	2	8		X		
12 QW	Monitor ongoing customer satisfaction	2	10	X			
13 PR	Assess safety & security prioritization productivity	1				X	
14 ST	Rebuild the planning and scheduling function	3			X		
15 PR	Monitor workflow and manage work backlogs	2			X		
16 PR	Quality control activities	1				X	
17 S	Increase preventive maintenance activity	3	7			X	
18 PR	Establish decision-making protocols; prioritization	3			X		
19 S	Capital construction resource specialists	2				X	

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20 PR	Analyze electrical, roofing and building turnaround times	1				X	
21 PR	Categorical expense analysis; by zone	3	11		X		
22 PR	Accountability via perf-based KPIs/Metrics	4	15		X		
23 ST	Enterprise Risk Management; Planning	2		X			
24 S	Benchmark of staffing models for other large K-12 districts	2	3			X	
25 S	Optimize org structure	3	7, 16				X
26 PR	Identify "transitions"; facilities, PPO, safety	4				X	
27 ST	Relationships with trades/workers; Council	2			X		
28 ST	Integrated reporting; data mining and analytics	3				X	
29 S	Goals: short, medium and long-term	2			X		
30 ST	Inventory of assets at all schools; database	2					X
31 PR	Improve procurement and contract management	1			X		
32 PR	Analyze usage of clearing accounts, charge-backs, pass-thru's	2			X		
33 PR	Leverage PPO support services; central and zones	1			X		
34 QW	Manage and partner with unions	1		X			
35 QW	Relationships with production staff/council	1		X			
36 QW	Align PPO and District strategies	1		X			
37 QW	Create website, improve communications	1		X			
38 QW	Service directory; call list for stakeholders	1		X			

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39 QW	Analyze and expedite current work order backlog; forecast resource requirements	1		X			
40 QW	Address Maximo implementation	2	6	X			
41 P	Develop long-term recruitment plan	1	8			X	
42 QW	Formal, recurring facilities & PPO meetings	2		X			
43 PR	Consolidate data sources used for tracking and reporting	1			X		
44 S	Assess large-scale Needs Assessment	2	17				X
45 PR	Master plan for "major repairs"	1				X	
46 PR	Create training and cross-training opportunities	3	12, 14			X	
47 QW	Recurring PPO/Finance meetings	1		X			
48 ST	Automated, user-friendly maintenance reporting	1			X		
49 PR	Automated time-keeping across multiple locations	1				X	
50 P	Professionalism and consistency across trades	1				X	
51 QW	Update security protocols	1		X			
52 QW	Develop simple dashboard	2		X			
53 QW	Cross-divisional governance cmte; Cabinet-level	1		X			
54							
55							
56							
<b>TOTALS</b>				<b>14</b>	<b>18</b>	<b>16</b>	<b>5</b>

Legend:

- S = Strategy
- P = People
- PR = Process
- ST = System
- QW = Quick Win