

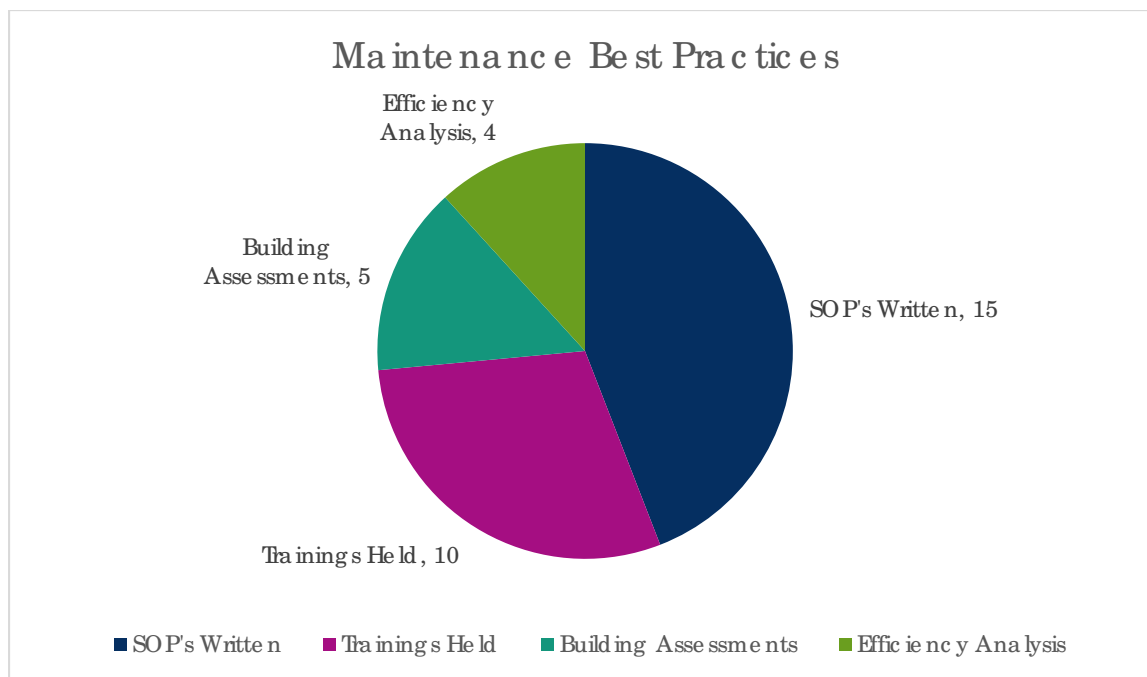
Building and Property Maintenance

Through combined efforts by DPW departments and other entities, the Building and Property Maintenance group strengthens our sovereignty by ensuring the Nation's infrastructure is maintained according to Oneida zoning codes, area licensing requirements, and funding agency specifications. This service group is involved with all aspects of facilities management including construction, remodeling, maintenance, and space utilization. We honor the uniqueness of our Nation while incorporating best practices, providing employee development opportunities, and increasing the value of the properties.

Status report of the service group's Three-Year Outcomes

Outcome # 1

Incorporate best practices within each area by 2021



Implementing best practices for the maintenance of facilities and assets requires numerous initiatives being implemented simultaneously. The approach that we have taken the first half of FY' 19 is to identify, write/revise, and train employees on critical standard operating procedures for their area. OSHA safety guidelines and the National Fire Protection Association are just a few of the resources being utilized to identify the necessary SOP's.

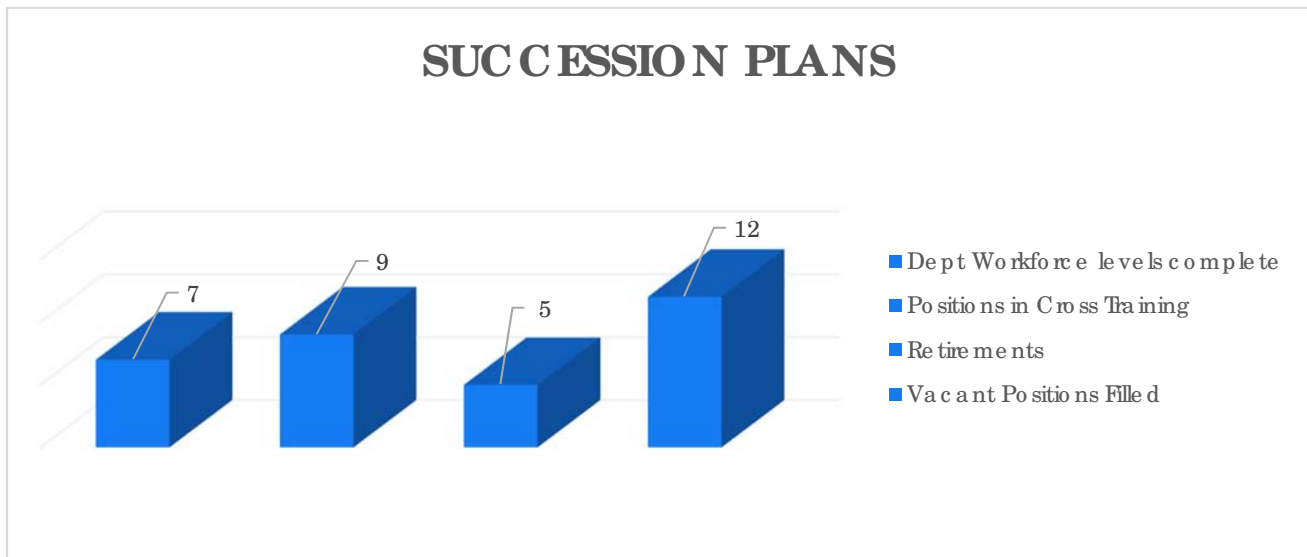
Best Practices also include training employees in a variety of topics. These have included personal protective equipment, blood borne pathogens, building evacuation, fire extinguishers, and lift operation. Building assessments are completed by a team of individuals with each having a specific expertise in the review. The assessments identify both short term and long-term maintenance needs of the facility. These can then be used to create work orders to address maintenance issues and identify larger projects for the building improvement plan and budget.

By identifying and implementing best practices, the maintenance and value of the Nation's infrastructure, facilities, and equipment is retained. This supports the Nation's priorities by providing safe, energy efficient, and secure facilities for the delivery of Health Services, governmental operations, and many other community services such as education, housing, and public safety. The implementation of best practices create standardization, efficiencies, and quality performance of maintenance procedures.

Future plans for the best practices goal include: completing SOP's for each department, finishing an additional 15 building assessments and enter work orders as needed along with capital improvement plans, offer trainings to employees on topics including customer service, hazardous communications, and safe operating procedures. Analyzing current practices and procedures for efficiency improvements will become a focus for all the various operations.

Outcome # 2

Create succession plan and career paths for employees including short- and long-term planning by 2021



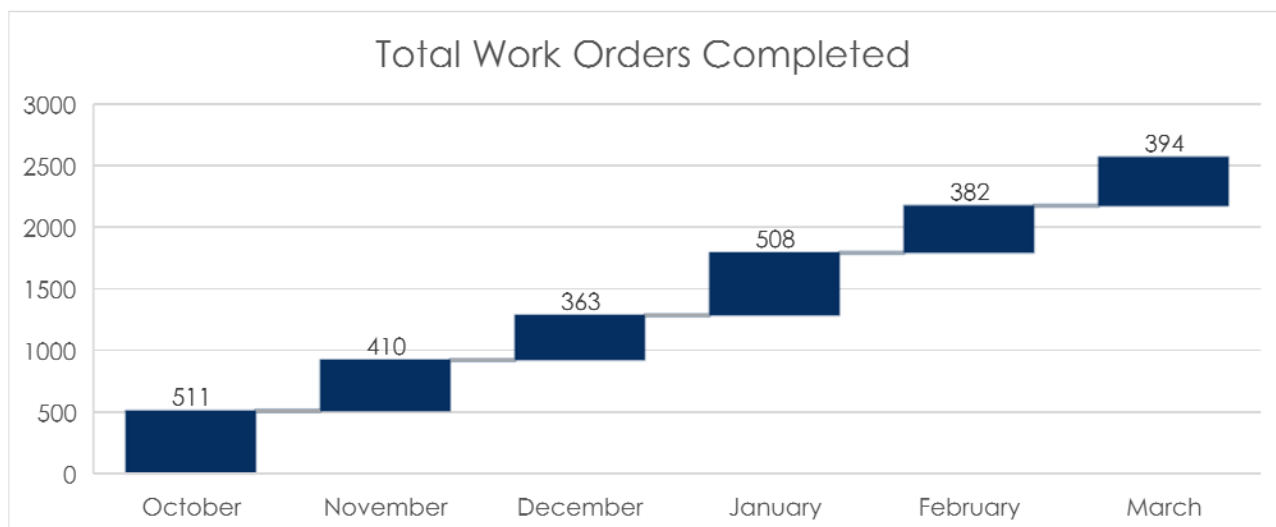
The facility management industry is facing a succession planning and labor force crisis. It has just begun within DPW and is expected to drastically increase within the next 3 to 5 years. Filling positions of experienced and knowledgeable personnel that anticipate retiring in the next several years will be a challenge. Many current facilities, custodial, and groundskeeping employees have worked for the Nation 25 to 40 years. With numerous retirements anticipated, there will be fewer personnel to train new employees. The SOP's being written, the cross training, building assessments, and the revising of job descriptions are all actions being taken now to assist with succession planning. With over 70 buildings, and the construction and acquisition of new facilities, the knowledge and skill transfer are extensive and will take time for new employees to learn. There have been many current employees willing to take on additional duties and have cross trained for different positions, which has helped ensure succession planning has been successful.

Within the maintenance service area, the employee base is approximately 85% Oneida enrolled. The goal is to train, recruit, and develop Oneida employees and candidates to meet the education and experience requirements to fill the available technical and skilled positions. By accomplishing this goal, it provides meaningful employment opportunities to Oneida members.

The maintenance service group will continue to cross train, recruit talented personnel, and encourage employees to pursue their career goals by affording them learning opportunities. Efficiencies will be created by combining positions, increasing responsibilities, and sharing resources to maximize the benefit of our resources.

Outcome # 3

Maintain and increase overall value of the infrastructure of the Oneida Nation



The maintenance service group continues to implement the computerized maintenance management system, Arhibus, to track both inventories and work orders. Various reports are available including work requests by problem type, work orders completed by building, number of open work orders, and duration to complete work orders. Preventive maintenance work orders are also being created in this system to identify and schedule reoccurring maintenance tasks. Inventory reports can also be obtained to analyze trends in usage of materials and stocking levels. Scheduling and prioritizing work requests allows for the most efficient use of our resources and guarantee that the needs of the operations are being addressed. In addition to the work order and inventory system, the maintenance service group is also responsible for 29 major building improvement projects. Many of these projects are currently in the process of bidding, contract approval, and purchase order processing.

Work order and project completion directly relate to the maintenance and improvement of the Nation's facilities. By maintaining the facilities, the numerous operations can provide services to the membership as effectively as possible. For example, this supports the Nation's Health care priorities through the building maintenance of the Health Center, Social Services Building, AJRCCC, and Employee Health Nursing. The building improvement projects address the replacement of building systems based on condition and useful life of the equipment. By implementing these plans, the facilities have fewer emergency repairs, unscheduled shutdowns, and improved energy efficiencies.

The Arhibus system had tremendous capabilities and the service group will continue to increase its use. Tracking space utilization is one of the next initiatives that is planned to be implemented. This will require polylines of each of the facilities be entered in the software and the data be updated as buildings are remodeled, or departments are relocated. Other initiatives for this system include entering parts usage by work order to track costs, scheduling personnel, tracking labor hours, and calculating occupancy levels.