

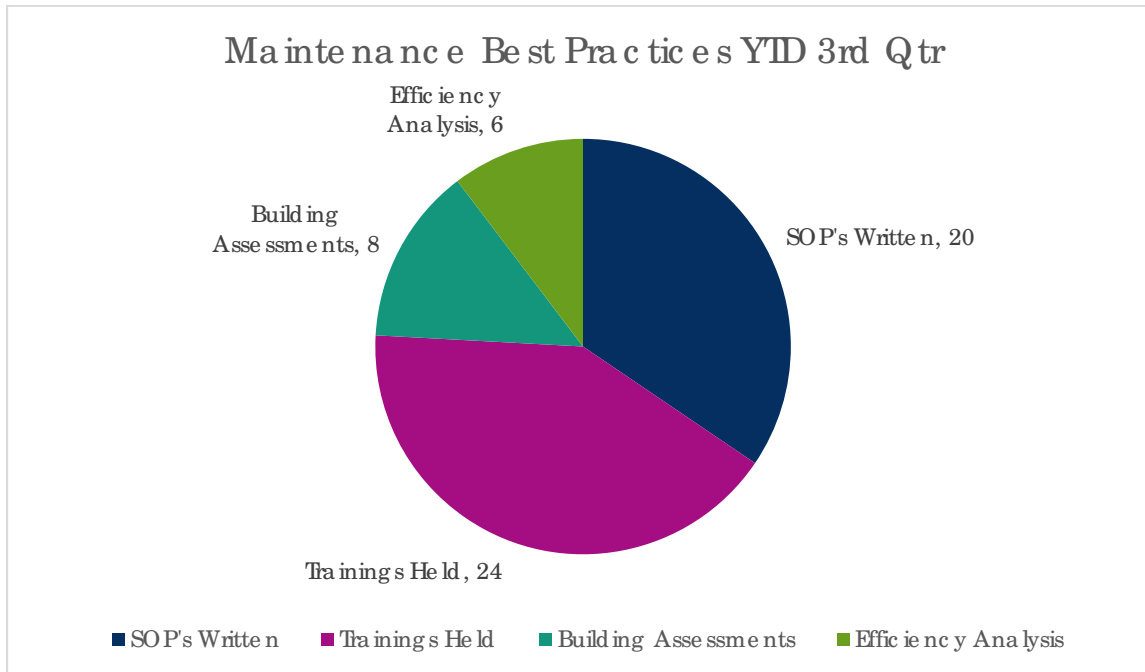
Building and Property Maintenance

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, are a licensing requirements, and funding agency specific ations. 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.

Standard Operating Procedures

The approach that we have taken for FY' 19 is to begin with the Custodial area to identify, write/revise, and train employees on critical standard operating procedures. OSHA safety guidelines, National Housekeeping Cleaning standards, and the National Fire Protection Association are just a few of the resources being utilized to finalize the necessary SOP's.

Third quarter, there were an additional 5 SOP's written on equipment care, floor care, dry and wet mop usage, and shower room cleaning. An additional 6 SOP's were reviewed by supervisors, managers, and HRD.

Training

Best Practices also include training employees on a continual basis which may address job specific tasks, organizational policies, safety, or industry regulations. The majority of the training is scheduled locally and offered within the organization.

For third quarter there has been an increased use of webinars as they can be viewed from an employee's workstation on a variety of topics, one of which included vehicle GPS utilization. Emergency action plans/drills at Social Services, Skennadoah, Little Bear, and

DPW were conducted by the DPW Safety Coordinator, Facilities Department, and Emergency Management. Hazardous Communication, fire extinguisher training, groundskeeping equipment operation, performance evaluation, leadership development, energy management, child abuse and neglect reporting, security expert, and access control were additional trainings attended this quarter by the various departments.

Building Assessments

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.

During third quarter building assessments for 172 Child care, County Recreation, and the Utilities building.

Efficiency Analysis

Efficiency analysis is the process of reviewing current processes and procedures and determining if there are more efficient ways to accomplish the work. The analysis is completed by obtaining documentation and data on how the current process is being performed and identifying non-value added steps that could be eliminated, identification of equipment that could decrease time spent on the task, or use of technology that could decrease travel time or improve troubleshooting.

The efficiency analysis that we have been focusing on this past quarter is the custodial routing crew building routes. Incorporating a GPS system in the Nation's fleet vehicles is also being investigated. In both cases, ensuring the shortest routes are taken will reduce drive time and increase the available time to perform the work.

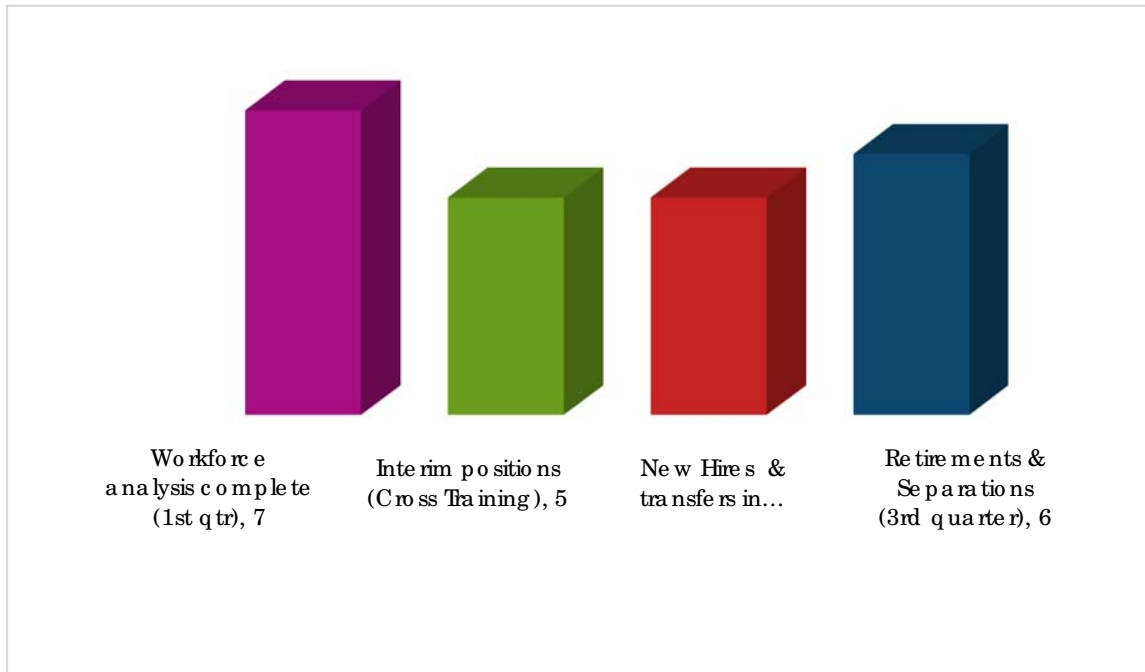
By identifying and implementing best practices, the maintenance and value of the Nation's infrastructure, facilities, and equipment is retained. This supports the Nation's priorities by providing safe, energy efficient, and secure facilities for the delivery of health services, governmental operations,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

Future plans for the best practices goal include:

- Completing custodial SOP's and training employees on them and identifying critical SOP's for each of the DPW areas.
- Continue with building assessments and entering work orders to address immediate maintenance needs. Develop capital improvement plans for larger projects.
- Offer trainings to staff on topics such as customer service, heavy equipment operations, emergency drills, custodial SOP's, fitness for duty, and safe procedures.
- Analyzing current practices and procedures for additional efficiency improvements.

Outcome # 2

Create succession plans and career paths for employees



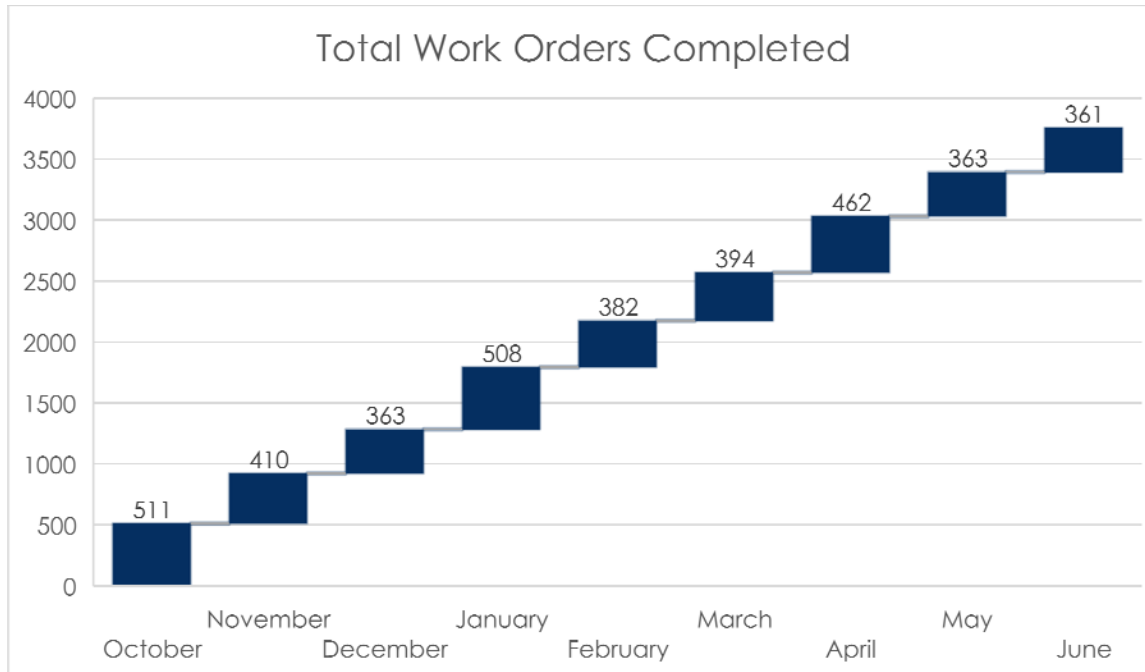
Succession planning and employee development are more important than ever within the Public Works area. The facility management industry is facing a labor force crisis due to the Baby Boomers retiring and a shortage of experienced personnel to replace them. DPW will have an increasing number of personnel retire within the next 2 to 5 years as many of the DPW employees have worked for the Nation 25 to 40 years. With numerous retirements anticipated, there will be fewer personnel to train new employees.

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. 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 others that have cross trained for different positions within and outside of DPW.

The building and property 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, maximizing the use of technology, and evaluating procedures to maximize the benefit of our available resources.**

Outcome # 3

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



In order to increase and maintain the value of the Nation's infrastructure, documenting both the work needing to be accomplished and the work that has been completed is imperative. The maintenance service group utilizes Arc hibus, a computerized maintenance management system, 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 recurring maintenance tasks. Inventory reports are available 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 guarantees that the needs of the operations are being addressed. During the 3rd quarter there were 139 work orders for automotive, 104 HVAC related, 259 general maintenance, 76 electrical related, 35 for grounds, 151 plumbing related, and 35 on cleaning. The remainder were in various other categories such as card access, furniture/office moves, painting, security, and special events.

In addition to the work order and inventory system, the maintenance service group is also responsible for 29 major building improvement projects. These projects are currently in the process of bidding, contract approval, purchase order processing, and construction.

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.

Tracking space utilization is currently accomplished using spreadsheets and is one of the next initiatives that we would like to use either Arc Hibus or another database to further streamline processes. With the advanced capabilities of the Microsoft Suite, we continue to learn more about how it may be utilized to meet our planning and reporting requirements.