

# FY-2021 4th Quarter Report

PUBLIC WORKS DIVISION/JACQUE BOYLE

**Public Works currently includes the following areas/departments:**

**Public Works** – Automotive/Fleet Management, Facilities, Wells/Septic, Utilities, Custodial, Groundskeeping/Parks, Indian Preference

**Community Development Area** – Engineering, Zoning, GIS/Planning, Tribal Transportation

**Comprehensive Housing** – Income based and general rentals, Rent-to-own, Residential leasing, home ownership mortgages, HBO sites, HUD Housing Development, CARES and ARPA HUD funding plans and implementation

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## Outcome/Goal # 1

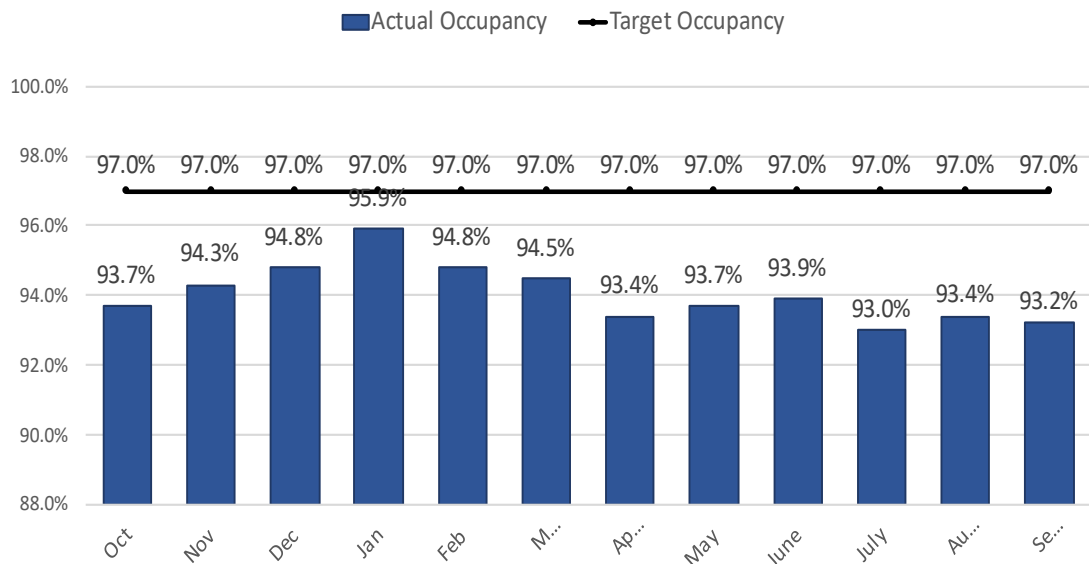
Improve Monthly Occupancy Rate of Oneida Housing Rental Units, which includes 341 income based units and 102 general rentals for a total of 443 rental units.

MEASUREMENT: Occupancy Rate = Number of Occupied Units/Number of Total Units.

The goal is to have a 97% monthly occupancy rate which is 13 vacant units at any given time. The bar graph illustrates the occupancy rate for October 2020 through September 2021. As a reference point, in May 2020 there were 36 vacant rental units which is an occupancy rate of 91.8% . The occupancy rate has been consistently between the 93% to 94% but should be improving in the next several months as contractors have been hired to assist in the renovation of the units. Long lead time on construction materials and appliances continues to delay completion of units. There are other variables that impact the occupancy rate including the size of the unit, condition of the unit, reason it was vacated, material availability, and the number of units vacated in any given month.

## HOUSING INCOME BASED AND GENERAL RENTAL OCCUPANCY RATES

### Housing Income Based and General Rental Occupancy



#### ACCOMPLISHMENTS RELATED TO THE OUTCOME/GOAL:

The contractors are on site and working on several units and Housing also has several crews working on units. Depending on how many move-outs there are in the next few months, there should be an overall increase in occupancy rates seen. Many of the older units are also requiring major updates to them in addition to what would normally be done to turn the units. The crews are addressing backlogged workorders due to Covid and daily emergency workorders. Weekly meetings between the Housing maintenance/rehab supervisors and the manager are being held to keep schedules on track and address any issues with the renovations.

#### EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

- Increase monthly occupancy rate of rental units
  - Weekly meetings are being held to document progress and address issues with the vacant unit renovations. MS2 and CCS Property Services and Housing crews have been organized to focus on vacant units. The scope of work for the units is being identified before work commences in the units which assists with scheduling by identifying lead times for materials.

- Implement a turnaround grading system (duration of time unit is vacant)
- Establish standardized report on vacant homes including plans and status
  - Various reports are being reviewed including inventory report, vacancy reports, completed units report, and move in report to prepare a standardized consolidated report addressing vacancies.
- Identify funding for loan programs to be re-established for home/land purchases and home improvement
  - The funding has been established through the Community and Economic Development Fund for FY'20 to repurchase homes, improve homes for resale, and purchase land for the HIP homes. There are plans and schedules in place to perform the demolitions of homes that are not feasible to renovate. This will allow for additional HBO sites to be identified.

HOW HAS THE COVID-19 PANDEMIC IMPACTED THE OUTCOME/GOAL:

Covid continues to play a role in the delay of turning units due to the long lead times of appliances, lumber and various other materials and supplies. In addition, the costs of materials and appliances are increasing. Housing has also received three different funds to address Covid related housing issues. There is the rental assistance fund) of \$5.17 million, The Housing Assistance Fund (HAF) of \$2.2 million, and the IHBG funds of \$2.7 million, which will include an initiative to implement a voucher program for renters. There has been a delay in the Treasury approving the Tribal HAF plans which has delayed us from receiving the funding allocated for mortgage assistance.

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Outcome/Goal # 2

Expand the use of technology to enhance our existing capabilities throughout the Division along with optimizing the use of limited resources.

For example, utilize our current GIS System to be more connected, expand access to data and mapping for informed Planning and Zoning decisions, utilize for departmental metrics, and improve collaboration with fewer available staff throughout the Divisions.

MEASUREMENT:

1. The number of new GIS related capabilities accessed by Oneida Nation Personnel
  - a. The network connectivity project to the Housing warehouse is progressing. This will allow for the maintenance personnel to use a Kronos clock and access the Housing workorder system to aid in the planning, scheduling, and close out of rental unit workorders. Equipment has been received and installed. We are waiting for the vendor for connectivity to be completed. MIS is coordinating this project.

- b. The Utilities Department has progressively been increasing the participation with their online payment module.
    - i. 1<sup>st</sup> quarter there were 32 transactions for a total of \$2,695 collected
    - ii. 2<sup>nd</sup> quarter there were 154 transactions for a total of \$11,307 collected
    - iii. 3<sup>rd</sup> quarter there were 191 transactions for a total of \$14,695 collected
    - iv. 4<sup>th</sup> quarter there were 285 transactions for a total of \$20,148 collectedThis is expected to keep increasing as Utilities continues to advertise this option and customers become more familiar with it. This saves on Utilities' staff manually processing payments and customers benefit by not having to mail or physically drop off payments.
  - c. The Access Control Integration Project managed by the Energy and Controls Manager is currently 90% complete. The project consists of upgrading & consolidating facilities access control databases into one database. NHC is the last site that needs to be converted. Training has been completed on the new system for the Health Center, Retail, and Turtle School as well as a backup supervisor for all the sites. The project allows for remote management of the systems through our network and ensures automated backups are done instead of needing manual site backups.
  - d. Extensive work has been accomplished in developing an accurate spreadsheet that identifies the POWTS under Tribal jurisdiction. This data will be imported into the GIS system to continually track systems and identify which ones are due for the required 3 year inspections. Zoning will then send a letter to the homeowner identifying the inspection is needed.
2. The number of personnel who have training and access to the GIS data  
The GIS Department is pleased to have completed the internal transfer of Stephanie Skenandore from Groundskeeping to the GIS Department as our new GIS Technician. Stephanie will be working with current Planning/GIS Area Leader Troy Parr to design the next iteration of GIS interactive data access. An example of a new interface and internal user experience for the Nation's Employee base is available at *Oneida Trail System Story Map*, by Stephanie Skenandore: <https://arcg.is/0TrG4P>. This format - location-based GIS data delivery – offers a unique “Story Teller's” approach to geographic data-presentation.
  3. The number of GPS systems installed in Oneida Nation vehicles  
The dump trucks and tippers have had GPS installed. The plan is to eventually have all the Fleet with GPS systems. The next vehicles we are planning on installing GPS on would be the DPW trucks/vans and Housing Trucks. equipment was purchased through the Tribal Transportation roads budget.
  4. Use of power apps to automate record keeping and reporting  
Housing, Land, Environmental, MIS, and Community Development are working on the NEPA process flow as it is being implemented in an electronic format. This will allow for monitoring the approvals, reduce paper transactions, and streamline the overall process.

- Track utilization of automated equipment such as mower and custodial equipment  
Weekly printouts are available for the automated scrubber at the Turtle school that identifies how many labor hours are saved. The number of hours used is documented for the remote mower.

ACCOMPLISHMENTS RELATED TO THE OUTCOME/GOAL:

The GIS area will continue to build to the future by evolving into the next generation of interactive location-based, connected, intelligent mapping and data sharing. We strive to provide our internal clients with the best possible user experiences now and as we move forward. The GIS area has initiated the digital transformation of work process flow and document handling to leverage technology to accomplish more with less staff available. The Department has shifted to a non-paper map delivery, with the preferred media of PDF documents. The GIS system is currently being prepared by our internal MIS resources to become external to our Oneida Nation internal domain users and available for Oneida Nation employees to securely connect with the dataset from a mobile device. This means fewer trips back to the office for field staff to review internal mapping and other existing GIS datasets. This information could soon be available on mobile devices whose user has been granted the security rights to connect to the GIS data. Technicians who are working out in the field collecting data, can easily capture and update existing GIS data from remote locations. Additionally, this will allow us to connect vehicles, equipment, and people with mobile devices – to improve efficiency and optimize work performance with fewer resources.



EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

- Employee development in the use of technology and software applications
- Increased efficiency in the performance of job functions
- Advanced tracking, data analysis, and reporting capabilities
- Improved Customer Service

HOW HAS THE COVID-19 PANDEMIC IMPACTED THE OUTCOME/GOAL:

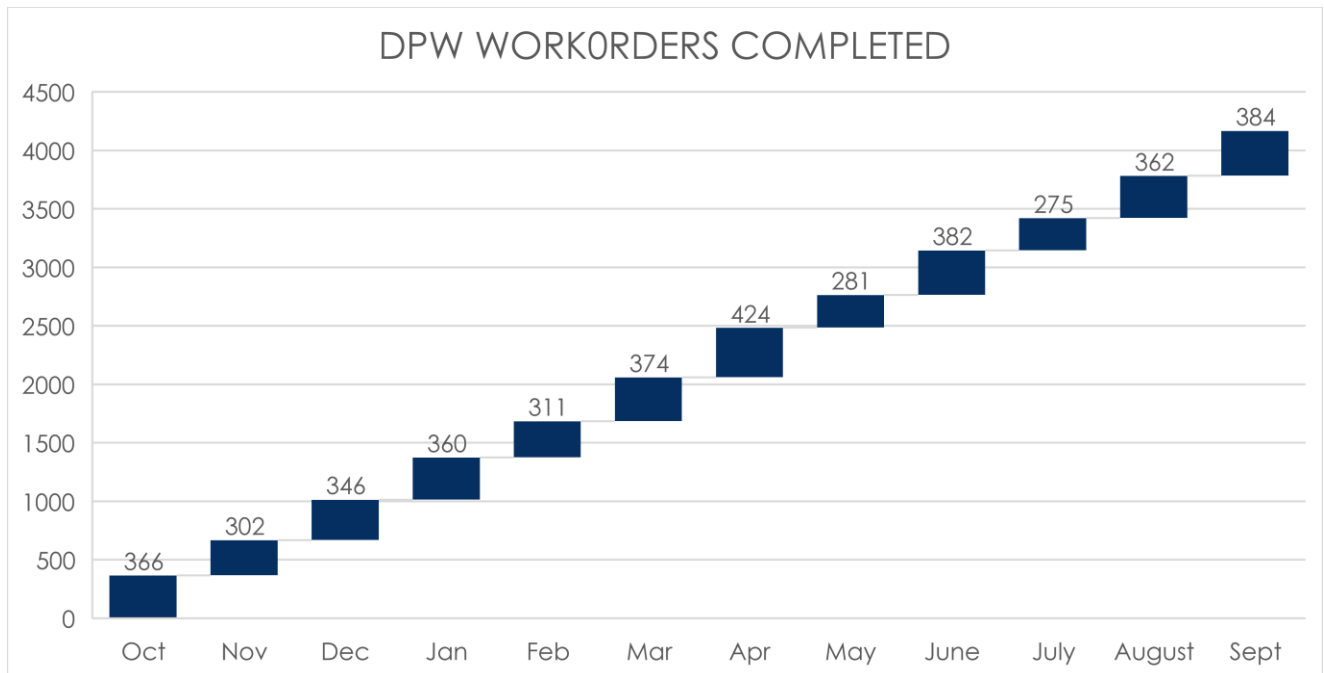
Covid-19 quickly advanced the research and use of technology to do more with less. Current jobs require new skill sets in the use of technology and automated systems to achieve higher performance levels.

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Outcome/Goal # 3

Maintain and increase the overall value of the Oneida Nation infrastructure

MEASUREMENT: The number of Building and Maintenance Projects completed compared to the budgeted projects and the number of on-demand and preventive maintenance work orders completed.



ACCOMPLISHMENTS RELATED TO THE OUTCOME/GOAL:

Even with reduced staffing levels, the various departments are maintaining systems and completing projects in their respective areas according to plans and budgets that were developed for this year. A few of the larger building improvement projects that have been

completed this year, include: Installation of Plumbing, lighting, HVAC modifications for the Homeless Shelter, Installation of Plumbing for new Housing Development, Installation of new electrical service and generator at the Health Center, Replacement of Skenandoah roof top units, Install of new electrical service at Mission Park and walking bridge, HVAC upgrade at Community Education Center, Upgrades to HVAC and access controls throughout the facilities, Replacement of fluorescent fixtures throughout the buildings with LED flat panel fixtures, installation of generators and replacement of variable frequency drives at the Wastewater Treatment Plant.

EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

There are numerous projects included in the FY22 budget for water and wastewater infrastructure upgrades, HVAC equipment replacements at various buildings, lighting upgrades, Civic Center renovations, and generator installations.

HOW HAS THE COVID-19 PANDEMIC IMPACTED THE OUTCOME/GOAL:

The maintenance crews' priorities were changed to performing work that improved engineering controls to address Covid such as switching the type of HVAC filters, adjusting building air exchanges, installing ionization units, making plexiglass barriers, running electrical for temperature kiosks, minimizing the purchase of new materials and supplies, and assisting other areas that were short staffed.

### **Organization Changes**

The organizational changes that occurred within the Public Works Division during Covid, included the following departments and/or functions being added to the Division: Comprehensive Housing, Engineering, Zoning, Planning, GIS, Tribal Transportation Program, Indian Preference, and Parks.

There were 70 employees that were initially placed on furlough or layoff within the Division. There were also transfers, retirements, and recently vacated positions before and during Covid that were not filled. As of the September 2020, all HUD funded positions have returned to work.

Custodial positions are continually posted as pool positions which are open to all. It has been a challenge to hire enough staff due to the minimal applications received, replacing those leaving the department due to retirement or job changes, and covering vacancies due to medical leaves.

# Public Works Division Organizational Chart



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