

FY-2022 4th Quarter Report

PUBLIC WORKS DIVISION/SHANNON STONE

Public Works currently includes the following areas/departments:

Public Works Operations – Administration, Automotive/Fleet Management, Facilities, Wells/Septic & Plumbing, Utilities, Custodial, Groundskeeping/Parks, Indian Preference

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

Outcome/Goal # 1

Develop operational workforce plans within each department and area of Public Works. The plans will address critical issues including staffing requirements, employee retention and development, and succession planning.

Retention of existing employees and recruitment of new employees has been a challenge for DPW leadership, especially the positions of custodians and groundskeepers. Several managers and essential positions are becoming critical as they approach retirement in most of the Public Works departments. Additional tools will become available with the development of Global Human Resources (GHR) over the next 1 to 5 years.

MEASUREMENT:

1. Succession planning is in place to allow knowledge and skills transfer from employees considering retirement to employees interested in the opportunities to move into these positions.
2. Career paths are identified and communicated to employees.
3. Training programs are provided that include identifying the competencies required for each position and a mechanism to evaluate progress of employees learning them.
4. Supervisors are engaged with employee development.

ACCOMPLISHMENTS RELATED TO THE OUTCOME/GOAL:

Services are delivered on a priority basis of Health and Safety first when only limited resources are available. Vacant critical positions are being filled through interim reassignments whenever possible. This allows for employee development and retention of our current staff by offering career opportunities that match their goals. The staff have utilized virtual training as much as possible to advance knowledge and skill levels. Training programs are vital due to the retirements and new staff being hired. Certifications in the various industries are being reviewed to develop standardized requirements by position to ensure safety, customer service, and effectiveness as a foundation to all positions.

DPW is working with HR to develop workforce plans beginning with Groundskeeping, and Utilities departments.

EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

- Utilize the new HR system to assign and track required training by position based on competencies identified for the jobs (Summer of 2023).
 - Complete permanent reassignments for employees that are interim once they meet the minimum requirements of the position (Ongoing).
 - Rewrite job descriptions, such as those in the electrical field, to include the new skills and abilities to perform the work, such as having training and experience with solar energy systems. Installing and maintaining electrical charging infrastructure and moving to electrical vehicles within the Fleet will also require new competencies (Ongoing).
 - Plans and initiatives have been delayed due shortage of staff and not having available time to dedicate for training, delays in implementing new systems to plan and track training, and the need to repost jobs that do not have applicants.
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Outcome/Goal # 2

Create efficiencies, optimize the use of limited resources, enhance capabilities, and improve Customer Service by evaluating current processes. The focus is on utilizing technology, increasing collaboration, and creating new streamlined process flows to achieve this goal.

MEASUREMENT:

1. Evaluate DPW processes to streamline them for efficiencies
 - a. Develop and communicate an online Land use review process that can be used by all reviewers and create the various reports needed by Land Management, Development, Housing and the Land Commission.
 - b. Reduce time to process outstanding invoices to less than 45 days.
 - c. Evaluate technology and software to reduce technology deficit.
 - d. Integrate DPW systems into the main Enterprise Resource Processes (ERP).
2. Regulating POWTS systems within the reservation boundaries
 - a. Improve the POWTS tracking system by developing a data base from the current spreadsheet.
 - b. Automate the 3-year inspection notification letters that are required to be sent out to customers.
3. Expand the access and use of GIS data.

- a. Identify the long-term staffing needs of this area based on what data needs to be updated and maintained.
 - b. Utilize GIS to create the layers of information that will be useful to the varied users of the system.
4. The number of GPS systems installed in Oneida Nation vehicles
 - a. The installation of GPS system in Oneida Nation vehicles will provide real time information on vehicle locations, documentation on driver use of vehicles to improve safety, data for optimizing scheduling, and vehicle data to track overall usage of the vehicle and maintenance need.
 - b. GPS is budgeted to be installed on 52 additional DPW vehicles in FY23.
 5. Enhance communication.
 - a. Find opportunities to reach out to the Oneida community.
 - b. Develop informative packets for services to the community.
 - c. Provide opportunities for the community to give feedback to DPW.
 - d. Work to build internal cooperation and transparency to the organization.

ACCOMPLISHMENTS RELATED TO THE OUTCOME/GOAL:

DPW and DTS have begun the process to review the technology needs of the division. This process will identify what is and is not meeting the needs of DPW and DPW customers. The ultimate goal would be to have an integrated comprehensive system that would manage operational and financial requirements efficiently.

The newly implemented on-line land use review process has greatly reduced the time needed to review a property and bring back recommendations to the Land Commission. Documentation for the review is all saved in one place and the progress on any property can be readily reported.

GPS units have been purchased and installed in the Groundskeeping vehicles. This system allows for analyzing the shortest routes, hours of equipment use, safe operation of equipment and vehicles, and collects data for reporting.

About ¾ of the POWTS information has been loaded into the system. The first Zoning letters to customers on the need for inspections were sent out in September. Wells and Septic with help from GIS will continue to update the POWTS information and plan to inspect 1/3 of POWTS each year. The Planning/GIS department continues to build new capabilities and add data that is accessible to Oneida Team members. The staff are obtaining on-line training and are attending the local and national Esri user's conferences.

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EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

- Employee development in the use of technology and software applications
- Evaluate current technology used and reduce technology deficit.
- Increased efficiency in the performance of job functions.
- Advanced tracking, data analysis, and reporting capabilities.
- Improved Customer Service and feedback.

The reduced availability of personnel to perform certain job functions is creating a demand to increase the use of technology to become more efficient. Current jobs require new skill sets in the use of technology and automated systems to achieve higher performance levels. There is a need for training to be provided to employees and learning to take place on the use of these new systems. Additional staff will be budgeted in the FY23 budget in order to continue advancing the capabilities of the Nation's GIS department.

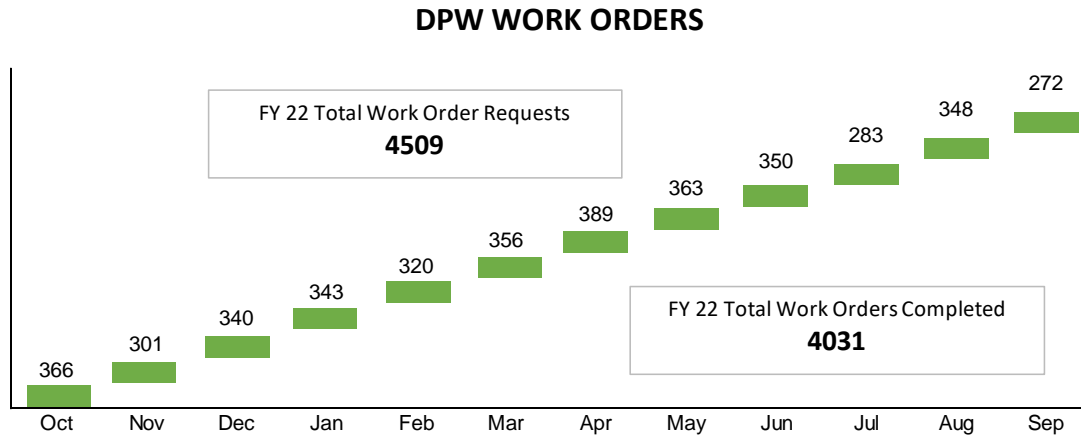
Outcome/Goal # 3

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

MEASUREMENT:

1. The number of Building and Maintenance Projects completed compared to the budgeted projects, the number of on-demand and preventive maintenance work orders completed, and the progress made with the activated Capital Improvement Projects.

2. Development of Indian Preference Vendors and the Indian Preference Skills Bank.



ACCOMPLISHMENTS RELATED TO THE OUTCOME/GOAL:

The highest number of workorders for the 4th quarter are in the categories of automotive preventive maintenance, general maintenance, electrical, HVAC, and plumbing. The number of workorders is one measurement but another important variable is the complexity of the work order and the hours needed to complete it. The building maintenance and improvement projects that continue to make progress the 4th quarter of FY22 include flat panel LED lighting replacements at SSB, HVAC control upgrades, and the development of project scope and bidding documents for HVAC, asphalt, electrical, and FY22 budgeted projects. DPW is transitioning all construction management to the Engineering Department to provide more consistency in the process.

The 16 CIP active project updates can be found on the Oneida Nation website under Business, Community Development, project updates and then the name of the project.

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, generator installations and replacements, and parking lot replacements. Several of the large parking lot replacements were completed this past quarter and other projects have had delays due to equipment availability. The FY22 CIP projects that were budgeted and/or funded through other sources and are activated include the Museum relocation, Transit Garage, Food Innovation Center, and an additional 16 HUD housing units.

There are tremendously long lead times, especially for electrical switch gear, generators, HVAC systems, trucks, heavy equipment, and certain system replacement parts. Completion schedules are being adjusted to allow for these long lead times to receive equipment. Prices of equipment and contractor labor has also increased more than typical which will be reflected as an overall increase in project costs. Some vendors are requiring down payments just to place orders.

Organization Changes

The Housing Division has been separated out from DPW as planned and budgeted for FY 22. The DPW and Housing Divisions continue to work closely together on HBO site development and documentation, home renovations for resale, accomplishing necessary demolitions, and development of new Housing.

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, job changes, and covering vacancies due to medical leaves.

Since Covid, the Indian Preference Office has been located within the DPW Facilities Department and the functions carried out by an existing employee. The position was posted once but did not have any qualified applicants. The position description has been updated and will be reposted. In addition to maintaining the skills bank, DPW will take on the challenge of assisting Indian Preference businesses gain experience and knowledge to better serve the community.

Public Works will also be adding staff related to safety, which disappeared with the advent of Covid. The position of Safety Coordinator has been offered to an Oneida Tribal member and we are waiting for acceptance. Public Works will be coordinating safety with HR, Risk Management, Emergency Management, EHN, and EHSLA. Public Works will also be adding a Fire Inspector position to Zoning. This position will also oversee active construction site safety.

Building Demolitions

CIP# 07-009 - Building Demolitions

Date: 9/28/22

Project Description:

Demolish any applicable building(s) required when numerous building deficiencies and problems exist that make their use not economically viable and/ or the presence of the unoccupied structure poses a liability exposure to the Nation. Locations are per the approved demolition listing.

Current Status:

In progress activities and **remaining** demolition projects:

- **894 Riverdale Drive** - Awaiting Wisconsin Public Service to deactivate and disconnect gas. WPS is waiting for Brown County Right of Way Department to provide permit before gas can be removed. Demo permit has been issued. DPW can start demo once confirmation of de-activation is received from WPS. WPS can take up to 25 days for removals to be scheduled and completed.
- **3703 Hillcrest Drive** - Cultural Department is currently working to remove most of the existing lumber currently being stored in the existing barn. The existing office/ house will be demolished in the coming week or so, pending DPW's availability. The barn will be demolished after office/ house is complete, however Engineering is also evaluating ways to salvage some of the existing barn members to save on landfill fees.

Notes:

1. Upon completion of the above locations, the demolition listing would be complete.
2. **W386 Crook Road** - Nation does not own. In individual trust.
3. **3140 Jonas Circle** - Structure was re-evaluated and has been decided to renovate in lieu of demolish.
4. **W1774 CTY Rd. EE** - Barn & Silo - Currently being re-evaluated to determine if the existing barn and silo should remain on property. Outcome will determine how project proceeds.

The properties listed below have been demolished and work is complete:

- N6522 CTY Road. E - Completed 7/28/21
- N7890 Cooper Road - Completed 10/6/21
- 4045 Hillcrest Drive - Completed 10/19/21
- W132 Service Road Garage—Completed 10/27/21
- 1200 Orlando Drive - Completed 12/31/21
- 1156 Riverdale Drive - Completed 2/18/22
- 1160 Riverdale Drive - Completed 2/4/22
- W2458 CTY Rd. EE - Completed 3/4/22
- 2686 West Point Road - Completed 4/1/22
- 2908 Commissioner Street - Completed 6/30/22
- 2611 & 2621 Dorn Court - Completed 9/15/22

Schedule:

Approvals - As required

Bidding— As required

Demolition - Continued Progress

Project Partners:

Engineering, DPW, Land, Zoning, CHD, Purchasing, Legal Office.

Oneida Engineering
Department

Building Demolitions

CIP# 07-009 - Building Demolitions

Date: 9/28/22

UPCOMING DEMO SITES:

3703 Hillcrest Drive



894 Riverdale Drive



Contact Info

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