

# FY-2023 1<sup>st</sup> 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

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## 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. Skill and knowledge requirements identified for each position.
2. Position Descriptions are current, identifying competencies and scope of the position.
3. Career paths are identified and communicated to the employees.
4. Training is identified for position development and advancement in three areas:
  - a. Mandatory Training required by position, policy, or law.
  - b. Continuing Education for employees to stay current in their area of expertise.
  - c. Developmental Training including education and developmental tasks.
5. Training programs are provided that include identifying the competencies required for each position and a mechanism to evaluate progress of employees learning them.
6. Succession planning is in place identifying pools of interested employees in the event a strategic or essential position is vacated. Succession Planning will provide opportunities to potential candidates to gain knowledge and skills transfer from experienced employees to prepare them advancement into these positions.
7. Supervisors are engaged with employee employees through recognition and retention planning.
8. Staffing Plans are developed to identify staff levels and staff level requirements.

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 strategic 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.

Each area within DPW is identifying the skills and knowledge requirements for every position to determine skills gaps and education plans. We are examining positions from a current and future needs perspective. This is requiring changes to positions as we develop career paths that make sense to employees and encourage retention in positions that typically have higher turnover rates.

DPW is working with HR to develop workforce plans beginning with Groundskeeping, and Utilities departments. This process is moving slower than hoped due to holidays and availability of resources.

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).
- Continue working with HR to complete the workforce planning process (Ongoing).
- Complete permanent reassignments for employees that are interim once they meet the minimum requirements of the position (Ongoing).
- Rewrite position descriptions. In each area there are positions that are changing due to technology and the labor market. We also have under skilled staff that were retained from passed reorganizations but were not retrained to be optimized for their current positions. As a result, their position descriptions were also scaled back but do not meet the needs of the organization. These need to be corrected (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 (Ongoing)..
- Annual training budgets need to be established to commit a reasonable amount of training per month or quarter for each position (Future).

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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. 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.
3. Identify and incorporate other technologies.
  - a. Road and Parking lots can be monitored using software that can use cell phones to view and record deficiencies and attributes such as signage conditions, or lines in the parking lot.
  - b. Incorporation of data intelligence from services such as Pacer.ai to assist with strategic planning of infrastructure and business.
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.
  - c. Hire a Fleet Manager and establish new operating procedures.
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 met a couple times with the vendor and staff to assess options for upgrading Archibus. Archibus is the primary technology for managing maintenance and work orders within DPW. It was determined the system is several upgrades out of date and would take a significant capital and time investment to bring it current. Some investment is needed in the near future as the supporting servers will become unsupported soon. We also want to integrate our inventory management and purchasing with the main ERP system to streamline processes and reduce paper use. This will possible once the current finance systems have been upgraded.

DPW is also continuing to work with Purchasing and Accounting to reduce outstanding invoices. At our current technology it is difficult to effectively manage the payment of invoices. Some invoices are processed only to reappear in following months. At times the administration of payments cost more than the original purchase. While we have identified what actions are needed in DPW to reach our goal and

have started to see positive results the technology we are using slows the process and creates potential for errors.

The most recent use of GIS technology was the creation of a storybook for the Oneida Health Campus Microgrid project. The technology was able to showcase arial views of the Health Center, the Turtle School, and other reservation locations to tell our story about Oneida. This storybook will be used in presentations to the community and grant sponsors for the microgrid project.

Tribal Transportation recently purchased software that will record road deficiencies such as cracks, potholes, and signs as users drive on the roads through the normal course of their days. The software will also grade the severity of any deficiencies to allow for maintenance planning. Groundskeeping is looking at the same software technology to manage parking lots.

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### Outcome/Goal # 3

DPW is committed to provided excellent customer service internally and to the community at large. This will include developing lines of communication for two-way communications so we can hear and share what is important. Then develop action and monitoring plans to supplement current processes.

#### MEASUREMENT:

1. Develop an overall communication plan.
  - a. Determine who our various audiences are, their primary interests, how to communicate this information.
  - b. Develop listening plans to hear from different audiences.
2. Establish regular schedule for communications. For example, place a monthly article in the Kalihwisaks to highlight each DPW department over the year.

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

DPW is working to develop the communication plan. Customer service is important and DPW has been working with internal customers to resolve issues. Most recently, we have been working with SEOTS to help establish working relationships in the Milwaukee area with qualified firms to manage facility maintenance and emergencies. There are challenges with this goal as the community at large is not generally a direct customer with a few exceptions. Still, everything we do to support the organization day to day and especially in emergencies has a direct impact on the community.

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

1. Complete the communication plan by the end of March.
2. Begin a review of the information on DPW web pages on the Nation's website and update the information.
3. Work with boards/committees/commissions to keep them informed of projects and initiatives with DPW.
4. Establish baselines and monitoring processes for customer service.

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#### Outcome/Goal # 4

Energy Management is another area we are working on. We are working to create a long-range vision and plan for the Nation's energy management.

##### MEASUREMENT:

1. Complete a review of past plans and accomplishments.
2. Update the most recent plan to current.
3. Open discussions on seven generation plan.
4. Develop plan and timeline.

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

This may be ambitious to create a 120-year plan. We have established a core energy team consisting of people from multiple areas. These participants are already involved in planning of the Health Campus Microgrid project and integration of electric vehicles with the Oneida Fleet, Oneida business strategies, and the community.

The Health Campus Microgrid would provide power to the Health Care Center, the Airport Drive day care center, and Anna John. This has the potential to be expanded in the future and will provide reliable emergency power in the event of a natural disaster or loss of utility power. Anticipated completion of this project would be three to five years.

The energy team is putting together an RFP to examine a transition of the Oneida Nation vehicle fleet to electrical vehicles, and to provide guidance to support non-fleet vehicles and business strategies for profit entities of the Nation. To support this RFP grant funding from the Economic Development Administration will be used. In addition, we will seek a grant from the Public Service Commission. We anticipate a complete transition to electric vehicles with the Oneida Fleet will take a minimum of 15 years.

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

1. Develop a goal statement for energy management in 2045.
2. Work with Community Development to determine the future energy needs.
3. Work with Retail, and Gaming to determine strategies for incorporating electric vehicles.
4. Share information with the community and get their thoughts.
5. Work with Engineering, Facilities, and division leaders as we plan construction of campuses and other structures.
6. Coordinate with boards, committees, and commissions on infrastructure development.

**SEE BUILDING DEMOLITION REPORT ON NEXT PAGE**

## CIP# 07-009 - Building Demolitions

### 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:

- **3703 Hillcrest Drive** - The existing office/ house was demolished in the early part of November. DPW performed the barn demolition throughout December and is continuing to general site clean up. Demo is 95% complete.
- **894 Riverdale Drive** - DPW can start demo activities once crew becomes available.

### 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
- 3703 Hillcrest Drive, House - Completed 11/2/22

### Schedule:

Approvals - As required  
 Bidding— As required  
 Demolition - Continued Progress

### Project Partners:

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



## CIP# 07-009 - Building Demolitions

PROGRESS PHOTOS:

3703 Hillcrest Drive—Barn

