

# 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:

During the second quarter, Public Works was able to fill two strategically important positions. Both positions are positions that have not existed since the start of the pandemic. These positions will take time to fully design their processes. Our new safety coordinator, for example, is working with each department within Public Works to understand their safety needs and develop department specific plans and training. Public Works has also recently started assessing the security and emergency response plans for the buildings with Public Works employees. From these assessments, we will be developing response plans to protect employees from active threats and other emergencies.

Our new Indian Preference Coordinator is working with the Digital Technology Services (DTS, formerly called MIS) to enhance an online tool which will streamline the Indian Preference application process and make it more user friendly for both vendors, and skills bank staff. This position is a challenging position as it will require working with a variety of personalities, departments, vendors, and outside governments.

Public Works is also solving succession worries as many staff throughout the division are within two years of retirement. Within the Utilities department with the help of Human Resources we have developed a strategy for Lab Technician Trainee in preparation for the current Lab Technician to retire. We also have two other employees training in anticipation of the retirement of the Utilities Manager. Both of these positions are critical to ensuring the Nation has clean water and proper management of our wastewater treatment system.

Changes are also happening in the Facilities department. As we anticipate the retirement of several maintenance staff due to health and age. These positions have in the past been reliably filled for the last 20 years by the same people. This creates an opportunity for us to reassess the role of maintenance staff for current and future needs. A goal in Public Works is to create career paths for every position that support strong families and economy.

#### 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. We are anticipating the launch of a new Learning and Development module in April or May. This will be the first step toward meeting this outcome (Ongoing).
- 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 (Evaluating).
  - b. Incorporation of data intelligence from services such as Pacer.ai to assist with strategic planning of infrastructure and business.
  - c. Modernize water utility technologies.
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:

DTS has completed its evaluation for the options to update the Archibus system and have determined it would be best to wait until the Finance area has updated their software. To update the current software and equipment, and train then employees would be in the hundreds of thousands of dollars. We are not sure Archibus is the right tool for the future. In discussion with DTS, we have cooperatively determined Public Works will need a technology position to support administration of all Public Works software due to the industry specific knowledge needed to support Public Works.

Public Works has been successful in reducing the number of invoices outstanding beyond 45 days. This has primarily been due to improved communications between the different departments. Public Works staff are committed to ensuring we are processing invoices timely and communicating with our partners in accounting when questions come up. Technology will remain a challenge until it is modernized.

We are testing the new software for parking lots and roads. This software makes video recordings of the roads, parking lots, signs, lines and more. Then it assesses everything and gives ratings for conditions that tell us what maintenance is needed. The initial impression is this software will save thousands of hours of assessment while providing more accurate and complete assessments.

Another technology Public Works will be transitioning to is related to reading water meters. The current process for these reading involves driving past every customer each month with a computer tablet. The Utilities Department has had problems with these tablets which are expensive to purchase and use. We plan to upgrade the meters of our water customers to transmit the metered information directly to our accounting system for customer billing. This transition is expected to take about two years.

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Outcome/Goal # 3

Public Works 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:

This quarter one area of focus has been the Automotive Department. After hearing several concerns, we met with a group of our customers and the Automotive Manager. Concerns included maintenance schedules, vehicle safety, and availability of automotive staff for quick maintenance such as windshield

wiper replacements, and fluid level checks for fleet vehicles. After addressing all concerns, it was determined the vehicles were being properly maintained and safe to drive. While appointments are not necessary for sudden service needs, a phone call can help staff know someone is coming over for unscheduled service. The primary adjustment the Automotive Manager committed to was to develop service reports for customers and invoices. This will inform our clients what work was performed or not performed. This behavior is similar to experiences people have when they go to have their personal vehicles serviced at a commercial business. The Automotive Department will also work to create a customer feedback process to assess customer service.

Another area working to improve customer service is the Utility Department. This department participated in a voluntary assessment for unregulated contaminants in our water with the Environmental Protection Agency. The chemicals known as PFAS, PFOS, and Gen-x chemicals were tested for in our freshwater system. A letter was sent out to the community to inform them of the testing. We are waiting for the EPA to inform us of the final results which we plan to share in the annual water quality letter that will be sent out by July 1.

EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

1. Complete the communication plan by the end of summer.
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 Public Works.
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:

Progress is being made with the Health Campus Microgrid. The Energy team has submitted for the FEMA BRIC grant and is nearing completions of the Technical Assistance support phase from the Pacific Northwest National Laboratory (PNNL). We expect to hear a progress report on the grant by the end of May. Additionally, the Wisconsin state legislature has taken an interest in this project are considering it for funding through the state budget as well.

The Energy Team is scheduling strategy sessions to talk about the long-range vision. Four sub teams that have been part of past versions of this group included 1. Transportation, 2. Residential, 3. Infrastructure, and 4. Business. Areas of concern we would like to address include

1. Energy Efficiency
2. Energy Resilience
3. Infrastructure Sustainability
4. Energy Independence, and
5. Environmental Impact

The team plans to develop some initial concepts and would like to engage with the community for input and feedback. We recognize our goal to come up with a plan that could go out seven generations will be challenging. However, this type of strategic thinking can help the Nation be more effective, more independent, and strengthen sovereignty.

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.

## **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:** Building demolitions have been completed for this project.