

# FY-2023 3<sup>rd</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 third quarter, Public Works hired a new Indian Preference coordinator, Stephanie Metoxen. A revisioning of this position was done to better fit our community and goals. The Indian Preference Coordinator will become more focused on creating stronger partnerships with skills bank participants, vendors, and other governments.

To enhance youth opportunities, Public Works Division will look to engage high school students to introduce them to career paths. Many of the current positions within Public Works have not been updated for over 20 years. These positions are not meeting the expectations of the organization and community. As such, Public Works is struggling to remain competitive so we can attract and retain people into these roles. Through redesign, and introduction of modern technology, employees will learn new ways to better serve our customers.

Public Works also hired a new Lab Coordinator Trainee, Becky Stevens. This is part of a succession plan in preparation for the retirement of our current Lab Coordinator in the Utilities Department. Additional opportunities within DPW can be expected as we continue to work through our strategic plans.

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. (Maintaining)
  - 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:

A position Public Works hopes to be able to fill in the next fiscal year would be a technology position to administrate all the division's software. We anticipate introducing safety management software this year. Our current software for facilities management is greatly underutilized and several generations of updates behind.

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.

We are planning a demonstration of the current capabilities of Archibus to better understand it. Our long-range visions would be to marry facilities management tools to GIS capabilities. In essence, to create a digital duplication of the real Oneida facilities, roads, and lands to manage the care and costs efficiently and strategically. Done properly, we would be able to account for every hour of labor, and every dollar spent on every building. This would enable us to assess where to best invest our limited resources.

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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 we filled the position of Fleet Manager with Chris Danforth. Chris is currently looking into ways to improve customer service with the Nation's fleet. One improvement we hope to implement is the installation of GPS into all our vehicles. Doing this will allow us to evaluate the routes being driven with fleet vehicle and recommendations to reduce costs with shorter routes. Shorter routes mean less gas, fewer miles, and less maintenance. It also means, we will be able to improve communications with drivers when their vehicles are approaching maintenance periods because we will know the milage of every vehicle.

#### 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:

The big news is on May 19, 2023, FEMA announced the Building Resilient Infrastructure and Communities (BRIC) grant program initial round of selections for the tribal set-aside and the state and territory allocations. The Oneida Nation was selected to construct an innovative microgrid and safe room for its healthcare campus. The grant for nearly \$10 million will not only provide a green energy source, it also is another way Oneida is able to enhance its sovereignty to care for its members. Planning will continue for this project and construction will likely begin in 2025.

#### 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.