

# FY-2023 4<sup>th</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 fourth quarter, Public Works is undergoing some administration staff changes and reorganization including the addition of an executive assistant, and support staff to assist with facilities sponsored projects. DPW also lost its operations analyst to another area and will assess this role for current needs.

Redmon Danforth has moved from Interim Automotive Manager to a regular status. This position has been modified to include Automotive Service Excellence (ASE) certification and new educational requirements. One key goal in this position would be enhance customer experience results. In the first quarter the goal is to move the Groundskeeping Manager and Facilities Manager out of interim status as well. This will open a couple positions to assist these managers.

There have been several new supervisors announced in the custodial department as well due to retirements. There will be many opportunities throughout Public Works for people to advance over the next three or four years. Where individuals are showing talent and desire managers are creating opportunities for employees to learn new skills. As positions open, Public Works will offer interim positions for employees that lack experience required if qualified employees are not available.

Safety is critically important in Public Works and around the Nation. This year we started offering training for OSHA general safety, active shooter training, and forklift certification. Our Safety Coordinator has started working with Human Resources (HR), and Digital Technology Services (DTS) to interface our software together. This will ensure people get necessary training for their positions and the records match.

EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

- Continue working with HR to learn and utilize software applications to develop employees.
  - 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:

DTS and Public Works have been working on plans to help departments in Public Works assess their software application needs. DTS will be assigning a new position called a Technologist to assist with this process and assess the overall architecture. While the Technologist will be able to help with selection, and integration into the Nation's network, the division will be responsible for the administration and budgeting of software applications.

Public Works is currently developing an inventory of software applications used in the division. This will help to assess how these applications should connect and what gaps exist to processes and to meet expectations. This will also help DTS identify software the Nation is already licensed to use in different areas.

Another area of improvement is Indian Preference. This area is preparing to attend job fairs in the first quarter to create awareness of the Indian Preference Skills Bank. The skills bank currently has one participant. All other participants have been referred out.

The Land Use Review team has also met during this quarter and plan to update the Land Use Review process. The process has not been updated in a couple years and with changes in processes, and people the team decided it is time to update.

Public Works recently met with Risk Management, Licensing, and Accounting to discuss fleet management processes. This was an initial meeting to identify potential concerns such as when and how vehicle inventories are completed, the processes for introducing vehicle into the Nation's Fleet, and removing them. The anticipated outcome of these meeting is to reestablish standard operating procedures related to fleet vehicles.

Another area that has had recent success is the Waste Management team. The team successfully executed a large bulk curbside pickup. This prevented the need for community members to transport these items to drop off locations. Our vendor Harters was able to make all pickups with few problems. The Waste Management team is looking at a variety of options to solve problems related to disposal of waste within the community and within the organization. The team is considering how to reduce single use items such as plastic bottles and bags as well as end of life equipment and furniture that would otherwise end up in the landfill.

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### Outcome/Goal # 3

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 energy plan.
4. Develop plan and timeline.

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

The Energy Team met twice during the quarter to finalize the team charter and establish sub teams. The makeup of the entire team includes people from many parts of the Nation including Public Works, Emergency Management, Retail Division, Gaming, Environmental, and Transportation. These teams will focus on one of four areas:

- **Residential** – This group will address Energy Management for private single and multifamily family homes and property.
- **Transportation & Fleet** – This group will address Energy Management related to the powering of the Nation’s fleet of vehicles, public transportation, and support for alternative energy powered private vehicles.
- **Oneida Businesses** – This group will address Energy Management by Oneida Nation Business Units, Oneida Nation Enterprises, and other commercial endeavors by the Nation within the boundaries of the Oneida Nation.
- **Infrastructure** – This group will address Energy Management related to energy distribution, large scale commercial production, roads and highways, and communication system.

Each area will address their sub-team’s scope related our vision for energy management in the future. They will consider how to be more energy efficient, and energy resilient. It will also be important to develop good energy infrastructure with a plan to sustain the infrastructure. Beyond resilience is energy independence and carbon neutrality possible to reduce impact on the environment? These are some of the questions these teams hope to answer as we look at Oneida’s energy future.

As alternative energy options continue to develop, opportunities for the Nation and its members to reduce their carbon footprint will grow. This team plans to lay a foundation for a larger discussion with the community. Today we are preparing to build a microgrid to provide solar generated power to our health campus and provide an additional layer of protection in the event of disaster in our community. Tomorrow, people may want their homes to have similar options.

#### 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.