# FY-2024 – 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

---

## 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:
    i. Mandatory Training required by position, policy, or law.
    ii. Continuing Education for employees to stay current in their area of expertise.
    iii. 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 employees through recognition and retention planning.
8. Staffing Plans are developed to identify staff levels and staff level requirements.

In the first quarter, Public Works, lost our amazing Safety Coordinator who resigned for time with his family. In his short time here, Ken George exceeded our expectations getting our safety program up and working in less than a year. Ken will be hard to replace and missed by the division. We have good news with the acquisition of Nicolas Reynolds as the new Public Works Operational Analyst. Additionally, Automotive Manager, Redmon Danforth and, Executive Assistant, Grace Koehler both completed their probation period, while Suzanna Jordan began her transition from Interim Groundskeeping Manager to regular status Groundskeeping Manager.

Public Works continues to be creative and strategic as we anticipate continued high levels of retirement of staff at all levels in the division over the next several years. Working with many other areas Public Works would like to engage our high school students through youth programs and youth apprenticeships. These opportunities would increase the potential to recruit Oneidas into the Oneida Nation workforce. We are also looking at ways to streamline career advancements through job design and building experience, education, and performance goals into jobs.

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 to 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).

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.

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. (in progress)
   b. Evaluate technology and software to reduce technology deficit. (in progress)
   c. Integrate DPW systems into the main Enterprise Resource Processes (ERP). (To be evaluated)
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. (ongoing)
3. Identify and incorporate other technologies.
   a. Incorporation of data intelligence from services such as Pacer.ai to assist with strategic planning of infrastructure and business.
   b. Modernize water utility technologies.
4. GPS systems installed in Oneida Nation vehicles.
   a. Automotive department is installing GPS on vehicles that support the technology to help maintain accurate vehicle inventories, provide data for maintaining vehicles, and creating efficient routes to reduce gas consumption and carbon emissions. (ongoing)
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:

Public Works has shared our compiled software inventory with DTS. In an upcoming meeting we will discuss how these software tools currently work together, gaps in service and efficiency, and integration into the Nation's main enterprise resource plan.

Public Works is also looking to modernize the reserving of Parish Hall. Still in the initial research we hope to provide a way to allow online reservations and payments of the hall. The responsibility of this process is being handed to Grace Koehler at the Little Bear Development Center. She is reviewing and updating related SOPs for this process.

## 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 several times during this quarter. Presentations have been made to the about Wisconsin's Electric Vehicle Infrastructure (WEVI) plan and how it relates to Oneida. The Energy Team is looking at all options for alternatively powered vehicles in our strategy. There are several competing technologies including biofuels, compressed gas, and hydrogen vying for a position as a fuel source for vehicles.

The team is also looking at ways to make homes more energy efficient as well and make

### 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.