

FY-2024 – 4th 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

Community Development Area – Engineering, Zoning, GIS/Planning, Tribal Transportation, Indian Preference

Introduction Note:

In March 2024, the Division of Public Works management team went through a TOPS facilitated Strategic Planning process. During the process we established five strategic directions we wanted to move in for the future. These are outlined at the end of this report. Each strategic direction has been assigned to a team to further develop and plan. The teams have begun to layout their action plans for the FY25 initiatives. We will continue reporting on the current goals until the first fiscal quarter FY25. The new strategic directions can be seen at the end of this report.

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.

ACCOMPLISHMENTS RELATED TO THE OUTCOME/GOAL:

In the fourth quarter, Public Works has seen things coming together as we have several changes taking place. In our Utilities department Scott Cottrell has moved from department manager to Lead Wastewater Treatment Plant Operator. Scott remains the "Operator in Charge" which allows us to continue wastewater operations under the EPA permits. John Nicholas has moved into the interim department manager position. This will allow John to become familiar with his new position and responsibilities while he completes his certifications.

We are also moving Kyle C. Skenandore up to Energy Controls Manager in preparation for the retirement of Ray Olson in early January 2025. Kyle is currently the HVAC Supervisor and will be bringing his many years of experience to his new role. He has expressed his desire to stay close to the HVAC work he loves and is excited for the new opportunities this advancement will bring.

In addition to Kyle, Public Works will be adding a position to support technology upgrades and implementation starting with Archibus. Archibus is the tool that manages work order requests, space, maintenance of facilities and asset inventories to name a few things. Our Energy Controls area manages Archibus, and this position will be able to provide more administration support for this technology.

Public Works is also talking to Retail, Land Office, Gaming, and 1822. The recent move of the Oneida Hotel to Gaming has created problems for Gaming Facilities and they have ended a long-standing agreement with Retail to maintain the Packerland One Stop and the Travel Center with the expectation Public Works could take over these responsibilities. The Land Office would like Public Works to take on their buildings more than doubling the number of facilities we currently care for. Public Works is assisting these areas to the extent of our resources will allow. We will reassess the staffing and budgets needed in the future to fully support these requests.

Related to the new strategic plan we have started working on the development of our management team. We believe our success is dependent on our ability to build partnerships which start with trust. We recognize that trust starts with each of us as individuals. We need to build trust with each other, our customers, and those who provide services to us. Only through strong partnerships built on trust will we be able to build better efficient processes to empower our workforce.

To get started we have had open discussions about owning the problems we see. To make ourselves accountable for those things within our control. These are challenging conversations because it puts the ball in our court to look at how our actions impact the actions of others. Some managers have also attended Crucial Conversations training and we will be setting up a Crucial Conversations training specific

to Public Works managers. We need to have the correct mindset and skillset to address processes that so not serve us well.

EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

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

Automotive Department had several presentations with Enterprise Car Rental. Enterprise is offering a leasing program that could save the Nation over \$100,000 per year. The program would allow us to reduce the average age of our fleet from over 11 years per vehicle to less than five years per vehicle. This would greatly reduce the cost of maintenance and ensure our vehicles have the latest safety technology in the vehicles. We are currently working on putting together a request for proposal that would allow us to seek bids from several companies to compare.

Another technology related effort is the review of the Archibus system. Earlier this year we compared Archibus that is currently installed on premise and an updated version that would exist in the cloud. The current version is no longer fully functional and moving to the cloud would be the same process to install another product. So, we are looking at other products that might better serve the organization. Infor Facilities, iWORQ, and City Works are the Facilities Management tools we are comparing to Archibus. DTS is assisting in the development of the project charter and scope of work. This project may start in FY26 as it will take time to fully assess our needs and the needs of the many other areas that use this product.

Public Works also made significant impact on the Three Sisters neighborhood with the opening of the new Three Sisters Park. While there is still a lot of work to be done, the new playground equipment is in place and available for use. Many community members including parents and younger children were quick to visit and make use of the new, safer, and visually exciting equipment. Groundskeeping will be featuring the work being done at our parks and seeking community input on November 8th, 2024 at the VFW building in the evening.

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 to discuss adding more specific goals to the Energy Plan. The team would like to present the plan to the BC and Finance Department to gain acceptance. There were several topics of discussion during the meeting including other green options for energy generation. The group talked

about the potential to create a wind farm on our New York properties. At home in Wisconsin, we are moving closer to the approval of the Health Campus microgrid BRIC grant. Soil samples are being assessed to ensure the environment is not negatively impacted.

The final major topic was a discussion about the Energy Law that is being crafted. The law being sponsored by Councilman Wilson could establish safety requirements such as zoning requirements, standards for application, business opportunities, and other protections for the Nation.

EXPECTATIONS/FUTURE PLANS REGARDING THE OUTCOME/GOAL:

Next will be the planning for initiatives. In the next couple years, we expect to build the Health Center microgrid and incorporate electric vehicles and vehicles that use alternative fuels in the Nation's fleet. We will also work with programs such as Focus on Energy to assist tribal members to have energy options.

2025-2030 Division of Public Works Strategic Plan

The DPW 2025 – 2030 Strategic Plan was developed in March of 2024. Work for this plan will begin in the fourth quarter of FY2024 (July – September). The plan consists of five Strategic Directions (broad goals) that are moved forward by executing accomplishments planned out annually. Listed below you will see each strategic direction, a general summary of what it entails, and the success indicators and the first-year accomplishments pertaining to the Strategic Direction.

STRATEGIC DIRECTION #1: LOBBYING FOR RESTRUCTURING SYSTEMS TO EMPOWER END-USERS

Summary: The Oneida Nation's systems, built on a lack of trust, are taxing overall productivity of the Division and organization. The Division will lobby for change to empower end-users to do their jobs quickly and efficiently.

Success Indicators: Processes will be streamlined as non-value-added processes or components are eliminated, a sense of partnership will prevail with the rest of the organization, and end-users will be trusted within the processes they are responsible for.

First-Year Accomplishments: Communicate the DPW Strategic Plan to all teams, "Clean your own kitchen" (meaning get your own work correct first), analyze current processes, document specific examples of why change is needed).

STRATEGIC DIRECTION #2: UPDATING & EXPANDING TECHNOLOGY

Summary: The organization's technology solutions are both underutilized and outdated. DPW will implement new solutions to unify the work in the Division and embrace new solutions for the whole organization (HR, Finance, etc.)

Success Indicators: Technology will be current, systems will be connected/ data shared, technology will align with functional need, and DPW will hire or a DTS resource will be assigned to DPW to assist with technology needs.

First-Year Accomplishments: Validate current software use and needs, prioritize software needs and share with DTS, schedule collaboration with DTS, update software/tech per schedule.

STRATEGIC DIRECTION #3: ANALYZING, ENGAGING, AND COMMUNICATING DIVISION BRAND IDENTITY

DPW, internally and externally with other business units, seeks better communication, clarification of purpose and mutual understanding of brand and identity.

Success Indicators: Establish a clear understanding (internally and externally) of DPW functions, PR person in place, and improved relationships with areas in the organization.

First-Year Accomplishments: Inventory and communicate DPW Services, faster completion of services, have a PR person standardizing area information, and decrease negative feedback and improve positive feedback.

STRATEGIC DIRECTION #4: ESTABLISHING A WORKFORCE PLAN AND DEVELOPING EMPLOYEES

The Division needs a better developed workforce, including leadership skills, equipment training, and apprenticeships.

Success Indicators: Status reports done and communicated, certifications obtained, and successful project completion.

First-Year Accomplishments: Catalyze a unified training plan for the division, increase each department budget and identify trainings/certifications, complete monitors change out in DPW training room to offer onsite trainings, and more people in apprenticeships.

STRATEGIC DIRECTION #5: IMPROVING & ENHANCING OUR WORK CULTURE & VALUES

DPW seeks to improve and revitalize our work culture, starting with the mission and vision, addressing ethics, and ensuring clear expectations.

Success Indicators: Less or reduced complaints, clear expectations lead to improved employee engagement, everyone will know the vision, mission, and values, employees will be healthier (ergonomics), we will be able to do more with less, and there will be ownership (“not my job” to “it is my job”).

First-Year Accomplishments: Communicate the benefits of taking ownership, define ownership (vision, mission, etc.) and define or explain expectations (the “why” and importance) – value added.