



# MITW 2023 Strategic Plan Leadership Retreat After-Action Evaluation Report Tundra Lodge | Green Bay, WI August 22-23, 2023



## INTRODUCTION

The Menominee Indian Tribe of Wisconsin (MITW) Administration Department (ADMIN) staff requested that the Center for Innovative Change (CIC) and J Pfarr Consulting work with staff to coordinate and facilitate a retreat for the Menominee Tribal Legislature (MTL) and ADMIN, to include the Administrative Committee, Administration Department staff, and Legislators.

## RETREAT OVERVIEW

The retreat was held on August 22-23 at the Tundra Lodge in Green Bay, WI. The purpose of this retreat was to prepare for approval and define a course of action for implementation of the MITW 2023 Strategic Plan (Plan). The meeting format included large group discussions and exercises as well as small group work. The small group sessions provided time for MTL and ADMIN to focus on tasks specific to their roles/responsibilities for moving the Plan forward. The meeting reinforced the importance of impactful leadership and positive messaging for the successful implementation of the Strategic Plan.

## PARTICIPANTS

This meeting included the following participants:

### MTL (Legislators and staff):

Gena Kakkak	Doug Cox	Megan Smith
Joey Awonohopay	Rachel Fernandez	Myrna Warrington
Rebecca Brunette	Daynell Grignon	Dana Waubanasum

### ADMIN department and committee staff:

Annamarie Johnson	Patricia Peters	Desirae Wilber
Stephanie Awonohopay	Joshua Pyatskowitz	Lloyd Frieson
Toni Caldwell	Brenda Tomow	

### The facilitators and videographers:

Jodi Pfarr	Edward J. Krueger	Beckie Murdock
Sheena Waupoose	Gary Dodge, Jr.	

## MEETING AGENDA

### Tuesday, August 22, 2023

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7:00 am	Breakfast (provided)
8:30 am	Meeting opening, prayer, and welcome
8:45 am	Impactful Leadership
9:45 am	Wellness Break
10:00 am	Strategic Planning – Communication-Collaboration Lego Exercise
Noon	Lunch (provided)
1:00 pm	Roles/Responsibilities for Implementation of the Strategic Plan
2:00 pm	Wellness Break
2:30 pm	Breakouts: MTL – Objectives that may require Legislative Action ADMIN – Goals/Objectives Logic Model
4:00 pm	Closing Discussion
5:00 pm	Dinner (provided)

### Wednesday, August 23, 2023

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7:00 am	Breakfast (provided)
8:30 am	Recap of Day One – Plan for Day Two
9:00 am	Opening Exercise: Drawing Exercise: Importance of Clear Communication Group Discussion: 90-Day Plans for Implementation of the Strategic Plan
10:15 am	Wellness Break
10:30 am	Group Discussion (continued)
Noon	Lunch (provided)
1:00 pm	Breakouts: MTL – Development of MTL Goals/Objectives ADMIN – Logic Model and Department Assignments
2:00 pm	Wellness Break
3:30 pm	Closing: Key Takeaways, Action Planning Task Lists, and Next Steps
4:00 pm	Meeting Adjourned

## Meeting Notes

### Day One: Tuesday, August 22, 2023

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The meeting began with an opening prayer provided by Joey Awonohopay. Gena Kakkak provided welcoming/opening comments and highlighted the importance of taking this time away from other responsibilities to focus on planning for bringing the Tribe forward. She asked participants to look to the future and think about the needs of the next seven generations. The importance of recognizing that while we might not always agree on what needs to be done, we can discuss issues and concerns in a respectful way, keeping the discussions focused on the future and how the plan can be completed, approved, and implemented.

Jodi Pfarr facilitated a discussion to initiate the group discussions at each table, asking participants to think about something good and something new that is happening in their lives. This was followed by a discussion on Impactful Leadership, what it means, and why it is important for strategic planning.

Edward Krueger talked with the group, asking them to provide their thoughts on impactful leadership and how applying concepts of this leadership style promotes individual growth and helps move a team toward their goals. It helps leaders be accountable, share credit, recognize the efforts of others, and promote confidence, respect, and value.

Impactful leaders lead by example and walk the talk.

After these opening presentations, Beckie Murdock facilitated a team-building exercise using Legos to facilitate a discussion on the importance of collaboration and providing clear directions, as well as being flexible and adaptable to the changing needs of the community.

### Characteristics of Positive, Impactful Leaders

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Participants were asked to reflect on characteristics of positive, impactful leaders. They brainstormed the following list of characteristics:

**Evaluate (4):**

**Follow-Up (6):**

**Ownership of Change (8):**

How do we work through change?

**Persistence (6):**

**Leading with Love and Care (6):**

**Involvement and Participation (15):**

Need everyone involved  
(Community and Leadership)  
ACTIVE participation

**Intentionality and**

**Holistic Approach (7):**

Intentional use of  
knowledge, culture, and  
knowledge-bearer  
Using culture and people;  
Gain community input.

Characteristics of Positive, Impactful Leaders (continued)

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<b>Communication: (26)</b>	<b>Flexibility (12) and Adaptability (12) = CHANGE MANAGEMENT</b>	<b>Empower Participation (25):</b>
Give good instructions	Be able to change.	This is the key to success.
Give/receive feedback	Be aware of what is coming at you and make plans for addressing needed change.	Intentionally ensure all are involved.
Use multiple methods of communication		Empower each other, the community
Be transparent		Teach how to use the plan and the Constitution to make change
Communicate on the process/outcomes; in-person and digital		
Needs to be more than annual		
Learn as leaders to just listen		
Use Talking Circles		
Validate what is said.		







The participants used 10/4 voting to identify the characteristics they felt were most important for leadership to consider when implementing the MITW 2023 Strategic Plan. Each participant was given 10 votes and could only place up to 4 votes on any one characteristic. The numbers behind each characteristic reflect the results of their voting.

How to be Impactful Leaders for MITW

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The group determined the three most important characteristics for leadership to keep in mind when implementing the MITW 2023 Strategic Plan, and how to apply them, were:

 **Communication**

-  Create dashboards to share progress towards completion of goals and objectives.
-  Add Special Edition or Section in Tribal News to communication on the process/updates.
-  Provide electronic communication on a members-only site.
-  Create a section in the Director’s monthly reports for providing updates on objectives assigned to their department.
-  Provide hard copies of the plan for distribution.
-  Conduct Talking Circles and expand community and seasonal gatherings.

How to be Impactful Leaders for MITW (continued)

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**👏 Empowering Participation**

- 👏 Create how-to videos.
- 👏 Use podcasts.
- 👏 Create and release educational materials.
- 👏 Use family representatives for positive reinforcement of information on the Plan.
- 👏 Be accessible.

**👏 Managing Change**

- 👏 Find ways NOT to say “NO”.
- 👏 Provide education and support.
- 👏 Define the forum for addressing change.
- 👏 Acknowledge the need for change.
- 👏 Be responsible for your own mistakes.
- 👏 POSITIVE, ACTIVE LISTENING: listen first, then validate, asking questions to clarify.
- 👏 Address trauma and recovery: create safe space.
- 👏 Address fear of change.

This led to a group discussion on the roles and responsibilities of MTL and ADMIN for the implementation of the Plan.

Roles and Responsibilities

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Participants were asked to reflect on their responsibilities for the approval and to lead the plan’s implementation. Participants were asked to consider the many hats they wear within the community.

Their responses included:

- |                    |                     |                     |                     |
|--------------------|---------------------|---------------------|---------------------|
| 👏 Professional     | 👏 Veteran           | 👏 Mother            | 👏 Father            |
| 👏 Community Member | 👏 Mentor            | 👏 Grandmother       | 👏 Grandfather       |
| 👏 Relative         | 👏 Recovery          | 👏 Great Grandmother | 👏 Great Grandfather |
| 👏 Role Model       | 👏 Teacher           | 👏 Sister            | 👏 Brother           |
| 👏 Friend           | 👏 Supervisor        | 👏 Daughter          | 👏 Son               |
| 👏 Neighbor         | 👏 In-Law            | 👏 Wife              | 👏 Husband           |
| 👏 Future Planner   | 👏 Conflict Resolver | 👏 Aunt              | 👏 Uncle             |
| 👏 Employee         | 👏 Student           | 👏 Niece             | 👏 Nephew            |
|                    | 👏 Cousin            |                     |                     |

Roles and Responsibilities (continued)

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The participants were then asked to consider their role and responsibility for implementation of the Strategic Plan, relating to the different perspectives that apply to them. Their responses included the following:

- 👉 Communicate as supervisors on roles and responsibilities.  
Communicate as a Tribal member and family member to guide the Tribe.
- 👉 Be an advocate; Be engaged within the community  
Be willing to critique, speak up, and question things.
- 👉 First, understand the Plan.  
As a relative: We are all relatives – trees, fish, clans.  
As a professional: Align with goals, mission, and vision  
Educate employees and the community.
- 👉 Check in often.
- 👉 Legislators need to support staff and administration.
- 👉 Actively participate – find time to support the Plan.
- 👉 As a mother, once a mother, always a mother – help the community.
- 👉 Legislators – make the right decisions and support the Plan.

Day one concluded with a discussion on highlights for the day and planning for day two.

- 🐻 Communication is always the main concern (2).
- 🐻 We all know how important it is to communicate clearly; we must figure out how we are going to do that!
- 🐻 Good conversations; loved Lego exercise.
- 🐻 Be part of the solution.
- 🐻 Education needs to be a component of implementation for the plan.
- 🐻 People care and so should the Tribe's leaders!
- 🐻 Healthy goals: 5-year business plan; Trauma Informed Care.
- 🐻 We need to work on a plan for how to get Tribal members more involved: attend meetings, voice concerns.
- 🐻 Learning how to educate, empower, and mentor others so no one is confused and everyone knows the process.
- 🐻 We all need to be part of the solution.
- 🐻 We all need to be part of the implementation and planning for success!
- 🐻 The importance of consensus.
- 🐻 Impactful leaders: Communication, Empowerment, and Change Management  
We were all pretty much already on the same page.

## Day Two

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Day two began with a group exercise that focused on the importance of clear communication, particularly for those who have not been part of the planning process – bringing them up to speed will be an important task for the Tribes members who are in leadership positions.

Jodi led the group through an exercise to discuss the implementation phase for the Plan, and reviewed with the participants the importance of maintaining focus to ensure the plan keeps the momentum going for successful implementation.

The group reflected on how often tasks are like balloons that are all floating out in front of us, and we spend our time dealing with the one that is going to hit the ground next, with the tasks controlling us. The strategic plan, with a solid approach for assigning roles and responsibilities, helps put the balloons in order, so we can control the balloons (tasks), rather than the tasks controlling us.



The following diagram (Modified after the retreat – this is the final version) highlights the role of MTL and Administration for the Plan’s implementation.



This discussion was followed by small group discussions, with MTL working on goals/objectives that may require Legislative action, and ADMIN staff working on Logic Models and Responsible Parties for the seven visionary areas.

### Goals and Objectives that may require MTL Action

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The Legislators reviewed a listing of Goals and Objectives that may require Legislative action (included at the end of this report). After group discussion, the Legislators discussed the following:

#### Culture and Language:

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- 👉 Section 395 only allows access by Tribal members. There has been a fear that it would be taken by others for profit from it. Commission would vote. There will need to be funding for the Menominee Tribal Cultural Center.

#### Economic Development

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- 👉 Objective 3: There is support for this objective but there is no plan for how to implement it. Eva Johnson may be a resource.  
Building Code – It will need to go through the committee for a vote. Legislators will need education on how to move this forward. There will need to be key people in the room when recommendations are made, with time for gaining education.
- 👉 Objective 4: This is being worked on and will be coming to the MTL. Have Eva Johnson present to provide information, with time to ask questions. Get information to MTL ahead of time so Legislators can review and be prepared to act.
- 👉 Objective 2: Fee schedule increase.

#### Education

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- 👉 Objective 6: Find and support ways to make employment packages and pay competitive.

#### Health

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- 👉 Goal 1 – Objective 2: What is MTC's 5-year business plan?
- 👉 Objective 4: To ensure trauma-informed care is still reaching community members, via employer and school, especially those who do not currently have access to this information.
- 👉 Goal 2: Clarify intent.

#### Justice

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- 👉 Goal 2 – Objective 1: Add lay advocates.
- 👉 Objective 1: Modify the Menominee Bill of Rights to reflect current programs and departments.



Goals and Objectives that may require MTL Action (continued)

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Natural Resources

- 👉 Objective 3: There needs to be two separate objectives. [This was updated in the Plan.]  
IRMP – Be a goal and implement. It is written – relook at this and vote on it.

Social

- 👉 There were no goals for Social that required direct Legislative action.

After lunch, the small group discussions continued, with MTL focusing on their goals and objectives in support of the Plan.

MTL Goals

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The Legislators worked to identify their priorities and opportunities to develop goals and objectives. During the August 2023 MTL Retreat, the Legislators drafted their goals and objectives. Their focus was on providing support for implementation of the Plan. The following outlines their discussion and the resulting goals and objectives:

MTL Goals and Objectives

**Goal One: Provide support for implementation of the MITW 2023 Strategic Plan.**

**Objective One:** Align goals and objectives with Legislative Committees.

**Objective Two:** Revisit the plan annually, providing updates to the community at annual general council meetings.

**Objective Three:** Ensure goals and objectives meet/align with the needs of Menominee People.

**Objective Four:** Conduct annual surveys to address homelessness, drugs, and off-reservation member needs.

**Goal Two: Support the work of the Drug Addiction Intervention Team (DAIT).**

**Objective One:** Have Legislators support and participate in community events.

**Objective Two:** Create and share social media campaign messages – use hashtags related to healthy choices, awareness of issues, etc.

**Objective Three:** Support the use of the Menominee Nation News to post pictures of convicted users/sellers; include prosecution outcomes in the news.

**Objective Four:** Find ways to cross-message: clothing, pens, signage – keep the messages going.

## MTL Goals and Objectives (continued)

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### **Goal Two: Support the work of the Drug Addiction Intervention Team (DAIT) (continued).**

**Objective Five:** Educate on how to intervene and the process for being supportive of prevention and intervention efforts.

**Objective Six:** Address misconceptions about DAIT and the community's drug epidemic.

**Objective Seven:** Support continuation of the anonymous tipline (715 799-5806).

### **Goal Three: Engage the MTL in supporting and addressing Homelessness and Housing goals and objectives.**

**Objective One:** Lobby and conduct research on solutions and areas where support is needed.

**Objective Two:** Support the development of needed infrastructure for housing expansion (sewer, water, roads: work with IHS).

**Objective Three:** Address building codes and land-based considerations to support housing development.

**Objective Four:** Support the allocation of resources to expedite repairs and renovations of empty homes to make them available to other community members. Determine if repairs and renovations should be completed using contracted services or if Tribal employees can help with this task.

### **Goal Four: Provide support for effective MTL Infrastructure.**

**Objective One:** Consider making MTL positions full-time, salaried positions (conduct a position study to determine what it would take for this to happen).

**Objective Two:** Consider making the Executive Team full-time positions first, and then expand to the full Legislative body. Consider options – full-time positions, part-time positions, etc.

**Objective Three:** Create position descriptions for MTL positions.

### **Goal Five: Enhance MTL support and engagement in community activities and events.**

**Objective One:** Support MTL attendance at community events; meet with members; review list of events at MTL meetings to ensure participation/sign up for attendance at events.

**Objective Two:** Encourage MTL participation as volunteers for community activities.

**Objective Three:** Pre-Election: Educate the community on what is involved in being a Legislator; inform the community on how to get involved. Reestablish CMN-Menikanekhem candidate forums.

**Objective Four:** Post-Election: Conduct new Legislator orientation to cover topics including legal and legislature meeting process, lobbying 101, and government. Structure.

## MTL Goals and Objectives (continued)

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**Goal Five:** Enhance MTL support and engagement in community activities and events (continued).

**Objective Five:** Post information on new Legislators on the website, in the App, and in the Menominee Nation News – following guidance provided in the Communication Plan.

**Objective Six:** Include education on MITW government structure, restoration, and Tribal history in high schools (include in classes with younger students as well).

**Objective Seven:** Have a social media presence for the MTL: Create an information page that includes who the Legislators are, a brief bio on each Legislator, a list of the Committees they lead, a schedule of legislative events, and their email/contact information. Highlight key issues and support for important community needs.

**Goal Six:** Incorporate information on the Restoration Act as a vital part of K-16 curriculum.

**Objective One:** Capture history – video people who were involved.

**Objective Two:** Keep the Restoration Committee beyond the anniversary celebration to maintain sharing information on the importance of this information for the community.

## Group Discussion on How to Support Implementation of the Plan

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The participants discussed what it will take for successful implementation of the Plan. Their discussion included the following strategies for success:

- 🐾 Create a synopsis or executive summary of the plan.  
Make it available in different formats to reach community members who may not have Internet access or may need verbal communication vs. written information.  
Share the Plan and updates at quarterly meetings.
- 🐾 Create a centralized data management tool and/or a dashboard to provide updates on progress toward completion of the goals and objectives. CELEBRATE SUCCESSES as they occur.
- 🐾 Create a kid-friendly survey and conduct focus groups with youth to get their feedback on ways to implement the plan.
- 🐾 Create a more formal transition/succession plan to train new legislators and directors.
- 🐾 Record policies and procedures – create manuals.
- 🐾 Have committee chairs report with monthly or quarterly updates on goals and objectives that fall within their leadership role for that committee.

### Group Discussion on How to Support Implementation of the Plan (continued)

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- 🐾 Have a longer transition period for new MTL, with a more robust, formal annual orientation process.
- 🐾 Create annual Legislative goals.
- 🐾 Incorporate MTL retreats into the annual reorganization process.
- 🐾 Empower the staff closest to the issues going on to handle the issue so that there are less small fires to attend to.
- 🐾 Enforce the significance of having trusting relationships among individuals in leadership positions (MTL, Administration, Directors, etc.) by promoting access to information, collaboration, empowerment, and consistency of functions.
- 🐾 Support MTL education on leadership and self-awareness to increase knowledge and support consistent guidance within the leadership positions of the Tribe (create an environment of Impactful Leadership).
- 🐾 Access to information on Menominee History that is curriculum-based.
- 🐾 Create a follow-up to the Strategic Planning Policy that involves more community inclusion and a focus on the implementation of the plan. Meet with S. Finco for development.
- 🐾 This retreat was helpful in building trust between MTL and ADMIN; in sharing of knowledge. Create special meetings for just MTL and ADMIN to share knowledge and create a support network.
- 🐾 Consider creating Poster Presentations to be used at Community Engagement Workshops. At the start of CEWs, give the overview of the Strategic Plan/90-day plan updates. Then provide participants with time to move around the room and view each poster where representatives from the workgroup can provide additional information and answer questions.

### Key Takeaways from the Retreat

All agreed on the importance of communication and how to communicate with and involve the community. We (MTL and ADMIN) need to go to them instead of expecting them to come to the meeting/us.

Ada Deer was always passing out information to teach the community about what was happening. It would be good for MTL and ADMIN to follow this model.

### Key Takeaways from the Retreat (continued)

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Legislators are here as leaders to serve the people. The strategic planning process allowed input from participants to help everyone be more productive in serving the community.

Helping get clarity on the process and flow for implementation. There was good, deep conversation to drill into key areas and focus on *how* to bring history into planning. It will be good to see the next steps, dates, and a timeline for implementation of the Plan.

It would be good to develop a more Menominee design for the plan, perhaps using a lodge, tree, or another “Menominee” visual to represent the framework for the Plan.

It was good to have time this week to review the plan and add things that are important for the community.

The collaboration and teamwork during the meeting were great! MTL and ADMIN are finding ways to count on each other and maintain a focus on respect for culture and history.

The Plan required a significant amount of work to get to this point. It is exciting to see it all come together.

It is important to consider the importance of maintaining engagement and participation once the Plan is approved. With the Plan’s first draft nearly completed, MTL and ADMIN will need to remain focused on keeping it updated and moving it forward.

It was good this week to hear the commitment to the goals and objectives. The Plan will need to be adaptable to changes as they occur and be revisited regularly.

MTL and ADMIN need to be visible and available within the community.

The importance of communication and education on the role of the Legislature, and increase/improve participation for implementation of the Plan.

This 2023 planning process went well. We were able to address gaps in the old plan. This process is foundational to where the Tribe is today; it reflects confidence and cultural values. Incorporating the capabilities of caring people means so much. Everyone was heard to help create a good, trusting future.

The “balloon” exercise was a key takeaway – manage issues rather than having them manage you. This retreat helped explain the purpose of the Plan and why it needs to be bigger than “now” to reflect the “future” needs of the community.

Additional comments and thoughts shared during the retreat included:

- 👉 This retreat helped everyone recognize that we are all in this together; that accepting other ideas is ok; we need to keep our emotions in check.

### Key Takeaways from the Retreat (continued)

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- ✎ It's important to recognize that we will need to work on projects that we don't like to do, but there are tasks that need to be done.
- ✎ We need to work as professionals and community members; there can be a separation of the two identities.
- ✎ We can use existing codes, ordinances, policies, and procedures to carry the strategic plan forward, using good communication and collaborative teamwork.
- ✎ This approach to planning helps to develop and change the organizational culture.
- ✎ Change the organizational culture by demonstrating and supporting: "It's OK to feel...."
- ✎ Build trust: how do we do this? Transparency, and clear communication.
- ✎ Knowledge must be transferred when positions change.
- ✎ Set up Leadership Development for success:
  - ✎ Be culturally sensitive to the process.
  - ✎ Maximize opportunity to pivot growth.
  - ✎ Adapt to change in a way that will foster an environment of a unique path to learn, grow, and develop and then spread this knowledge.
- ✎ We are forging a new opportunity to strengthen trust within the Tribal government.
  - ✎ Education by role: Chair, MTL, and Administration.
  - ✎ Communication is key: have monthly meetings with MTL and Admin.
- ✎ Continue educational segments on communication, teamwork, and leadership.
- ✎ Keep complimenting positive actions. Key words: Trust, Knowledge, Consistency.
- ✎ Develop employee engagement.
- ✎ The MTL and ADMIN need to be responsible for preventing the Plan from being "shelved".
  - ✎ Need to change approach from the last plan.
  - ✎ There needs to be a new format for the Community Engagement Workshops: Change how we bring people into our work, possibly using talking circles.
- ✎ We need to have a plan for celebrating successes.
  - ✎ What does success look like? DEFINE success; instead of letting people judge.

Participants were excited by all the positive comments. It was a good opportunity to learn from each other and share the wisdom and comments from participants. The key takeaway from the retreat is that the Plan needs to be owned by Menominee and implemented by the Menominee people.

## RETREAT EVALUATION

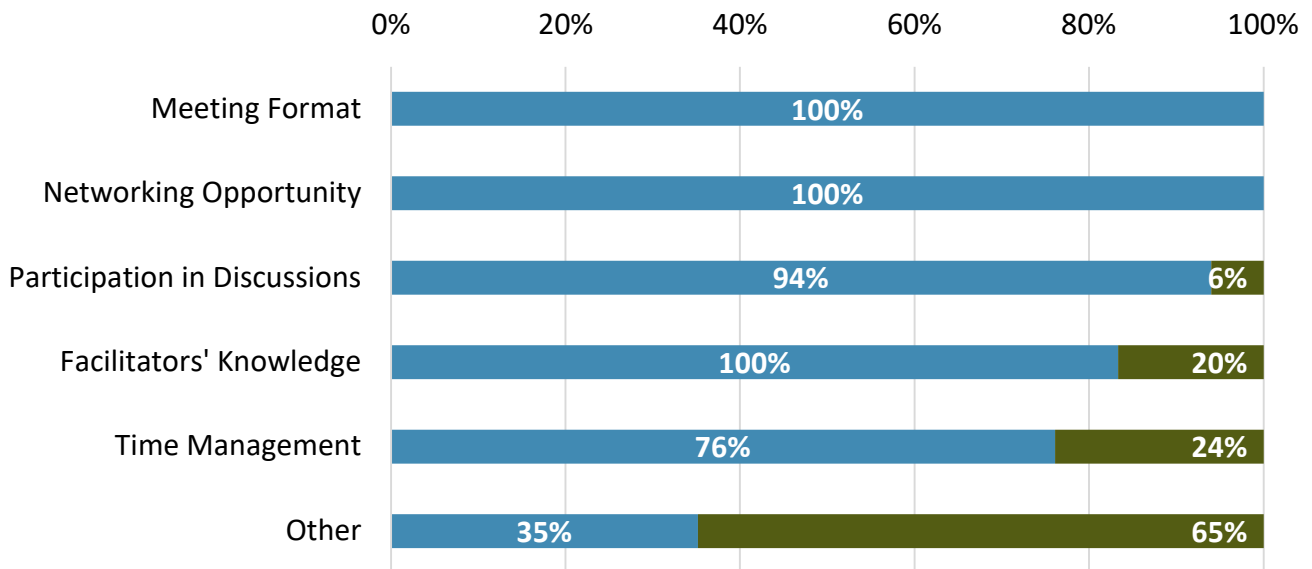
The retreat included 17 participants, three facilitators, and two videographers/recorders. Of the 19 participants (including the videographers/recorders), 15 completed evaluation forms at the meeting’s conclusion. Some participants used the QR code to complete the form online using SurveyMonkey; the remainder used hard-copy evaluation forms that were provided with their meeting materials.

### Evaluation Summary Findings

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#### Valuable Aspects of the Meeting:

Participants were asked to rate the retreat for the aspects they found most valuable. The responses are outlined as follows:



Other responses included the following:

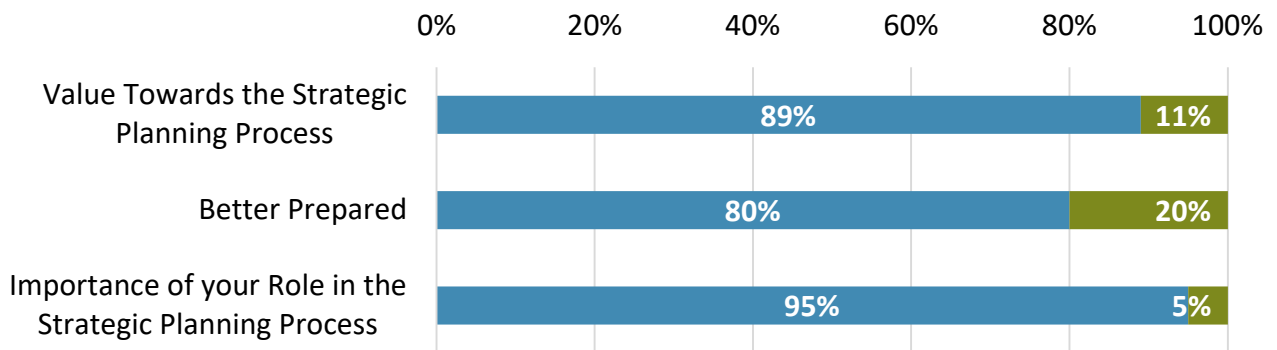
- Too busy filming to be a part of discussions.
- I still want to see more culture in our planning.
- I like the unity and bringing together of minds that care.
- A little too much time spent on some things.
- This retreat could have been held locally.
- It would be better to start on Monday evening, meet all day on Tuesday, and only meet for half the day on Wednesday.

### Satisfaction Ratings

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Participants were asked to rate the meeting’s overall value in helping prepare for the strategic planning process. Their ratings were combined and averaged. 89% of participants felt the meeting was valuable in helping them prepare for the implementation of the MITW strategic plan. 80% felt better informed on the implementation of the strategic planning process because of this meeting. 95% indicated the meeting was relevant to their work.

These responses are graphed below:



Participants provided the following comments regarding their ratings:

- I'm on the fence - yes; and somewhat better prepared.
- I'm still not sure "exactly" of my role. I understand for the most part my role as a Legislator, but I am not clear on my role as a director.

Additional Comments:

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When asked if they had any additional comments to share, participants provided the following comments:

- Not enough focus within the plan on AODA - with our overdose crisis.
- Interesting to see how the implementation is being fleshed out. Gives me more confidence in the plan. I think it would be helpful to include I.T./Communications as participants/consultants for how these ideas can/will be implemented.
- We can help get information out through our resources in the Communications Department.



Additional Comments (continued):

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- As a Legislator, I would rate this meeting as relevant to my work (10); as a Director, I would give it a "6". This is one of only a few moments where all Legislators felt safe enough to speak out without some type of negative backlash.
- This was my first time attending anything like this. Usually, my position isn't fully informed of this plan, so I wasn't sure what the plan was. This is beneficial for staff that work closely with MTL and in the Chairman's Office.
- Have better accommodation within the room - AC - the meeting room felt too stuffy. The location was perfect for a daily drive so I could be at the office and the retreat.
- I feel like we have done this before.
- The process keeps transforming and that is a fabulous model.
- I think we need to be clear this is not starting over. It is reviewing and revising the 2007 plan. Let's remember these ideas and implement them.
- I had the perception that the strategic planning process was almost over but now I realize there is a lot more to be done.
- More knowledgeable about the plan. With a growth in a few years from the plan. See where we are in a few months - maybe 6 months.

Preparation for Implementation:

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Participants were asked to describe how they think this meeting has prepared MITW to hit the strategic planning goals. The responses included:

- Although I don't think all the details will be hammered out, it is a good process and starting spot.
- Lots of ideas to narrow things down.
- This meeting was very educational. I can go back to work knowing that I know what MTL is working on for the plan. If someone asks, I can educate them. I can go back and mentor other staff in our office. I liked the ideas on how to implement - DIFFERENT ideas and not the same ones to drive community participation.
- We need more inclusion of tribal members.
- There were open discussions between management and MTL.

Preparation for Implementation (continued):

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- The meeting was very helpful for preparing us to hit our goals.
- There are a lot of positive feelings while doing these retreats. It is great to be in a positive environment. This meeting showed us where we are in the process.
- This was a definite step in the right direction - together.
- Should have a good start.
- It got us all moving in the same direction.
- Provided participants with a better understanding on how to present the plan and the work being done and is planned on being done.

## OBSERVATIONS

### Location

The Tundra Lodge was a good environment for this retreat, as it was close enough to the Reservation that those who had responsibilities to tend to in the office could accomplish tasks there and still participate in the meetings and discussions during the retreat.

### Participants

It cannot be overstressed how important it was for the Legislators, the Administrative Committee, and the Administration Department staff to have time together to review the plans and prepare for approval of the strategic plan. The time together allowed for reflection on how to successfully move the plan from approval into implementation and identify the key roles and responsibilities for all participants.

### Recommendations for the Future

The evaluation reports, workgroup meeting minutes, and the planning documents that have been created throughout the planning process provide backup information that will support the Plan's implementation process. It is important to maintain copies of the work that went into the planning process for use during future planning activities and for use throughout the implementation process.

The work done to date on the MITW 2023 Strategic Plan is monumental for the Tribe and will be a tremendous steppingstone for the Tribe's future planning endeavors.

The Legislators, Administration Department staff, and the Administrative Committee are to be commended on their work effort and insights that brought the Plan to this point.

## ATTACHMENT: Goals and Objectives that may require MTL Action:

### CULTURE and LANGUAGE Goals and Objectives

Goal One: Prioritize access to and dissemination of Menominee language, history, and culture resources.

Objective Four: Create a process to apply for copyrights on the Menominee language, history, and cultural multimedia and literature to be approved by the MLCC.

Goal Two: Create a coursework curriculum leading to an advanced degree in Menominee language, history, and culture.

Objective Two: Obtain approval from MLCC for the curriculum.

Objective Four: Infuse Menominee language into more Tribal activities, programs, and departments.

Goal Three: Continue coordination and development of the Menominee Tribal Cultural Center.

Objective One: Obtain funding for the Menominee Tribal Cultural Center.

Goal Four: Support the advancement of Menominee language, history, and culture.

### ECONOMIC DEVELOPMENT Goals and Objectives

Goal One: Develop community-building business opportunities to improve the quality of life for business owners and community members.

Objective Two: Develop the legal infrastructure for new businesses, i.e., commercial code, building code, zoning, etc.

Objective Three: Develop a Tribal Investment Group to serve as a sovereign wealth fund.

Objective Four: Revisit and expand tax agreements with the State, an agreement to split with Tribe/State for sales of specific purchases, E-Commerce, etc.

Goal Three: Review Tribal Departments for cost and revenue efficiency.

Objective One: Centralize purchasing/expenditures for cost-efficiency; procurement cost-savings.

Objective Two: Revisit the fee schedule process within Tribal Departments to identify potential revenue-generating opportunities.

## EDUCATION Goals and Objectives

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Goal One: Ensure educational approaches are reflective of Menominee ways and needs.

Objective Five: Encourage participation by MTL in the ongoing work of the Education workgroup; incorporate feedback from the workgroup to be shared with the LET Committee.

Goal Two: Hire and retain highly qualified teachers in every classroom.

Objective Two: Lobby to find alternative competencies that would address licensing barriers at the state level for some would-be teachers. For example, alternatives to the FORT.

Objective Four: Create a succession plan to identify the ongoing and future needs of teachers and school staff.

Goal Three: Define and implement strategies to enhance student success.

Objective One: Develop a tribal-wide consensus on a “culture of success” to include: academics, attendance, social/emotional, interpersonal skills, re-framing neurodiversity, and other soft skills. Observe what other districts and schools are doing successfully.

Objective Six: Expand and formalize a plan to promote incentives and a process for tribal members to return to the Reservation and work for the Tribe (i.e., work for the Tribe for a given number of years in exchange for loan forgiveness).

## HEALTH Goals and Objectives

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Goal One: Maintain and Expand Health/Prevention Services

Objective Two: Create a specific Operations Plan modeled from MTC’s 5-year Business Operations Plan for Behavioral Health, Aging, and Family Services as well as AODA at Maehnowesekiyah.

Goal Two: Create a community of individuals who are responsible for making healthy lifestyle choices.

Objective Four: Define, educate, and promote trauma-informed care and response strategies to incorporate approaches across the delivery of services and development of policies.

## JUSTICE Goals and Objectives

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Goal One: Educate the community on inherent sovereignty.

Objective One: Identify areas of desired sovereignty (legislative).

Goal Two: Strengthen, stabilize, and integrate the Menominee Public Defender’s Office within the Tribe’s Justice System. [RESOURCE – for the Tribe] “Where they Help”.

Objective One: Legal Changes to reflect having a Public Defender’s Office.

- Change 278 to enable the appointment/assignment of a public defender.
- Modify the Menominee Bill of Rights.

### JUSTICE Goals and Objectives (continued)

Goal Four: Address codes, ordinances, and legislation that hinder the justice system from working efficiently.

Objective One: Collect information from across the justice system to review laws, identify opportunities for improvement, and make recommendations for changes.

Objective Two: Create interagency protocols, agreements, and process flow charts (standard operating procedures) between the prosecutor's office and other relevant departments.

Objective Three: Revisit considerations around the processing of domestic violence and conditions for charges of domestic violence, impact, and relevancy today.

Objective Four: Work with IT to update and streamline e-codes to make the interface more user-friendly and provide basic education on how to use them (employees and the community).

Goal Six: Enhance communication and collaboration between justice-related stakeholders (prosecutor's office, conservation, probation/parole, crime victims' office, law enforcement, and other departments) to define roles/responsibilities, identify gaps, and develop a strategy for problem-solving.

Objective Seven: LONG TERM: Plan for a Tribal Juvenile Facility.

### NATURAL RESOURCES Goals and Objectives

Goal One: Forest Management: Improve environmental/cultural protection of the forest.

Objective Two: Request that MTL provide approval for a gap analysis of forest operations and operational structure.

Objective Three: Request that MTL define stumpage and identify the potential for payment options as part of their goals/objectives, working as needed to align with BIA's annual allowable cut.

### SOCIAL Goals and Objectives

No goals/objectives that require legislative review.