



**MITW Directors  
Strategic Plan In-Service Meeting  
Meeting Report  
Menominee Casino Resort, Keshena, WI  
May 6, 2024**



**Introduction and Overview**

The Menominee Indian Tribe of Wisconsin (MITW) Administration Department staff requested that the Center for Innovative Change (CIC) and J. Pfarr Consulting coordinate and facilitate an in-service meeting for representatives from the Administration Department and the Tribe’s Department Directors. The meeting schedule was delayed one day due to a snowstorm. The storm caused damage and power outages in areas of the Reservation, impacting the meeting’s timing and attendance.

**In-Service Overview**

The in-service was held at the Menominee Casino Resort in Keshena. The purpose of the in-service meeting was to review the 2023 MITW Strategic Plan goals/objectives, provide an opportunity to discuss the implementation of the objectives and discuss how to use the Community Engagement Workshop 90-day planning process and forms. Several leadership topics were reviewed and discussed during the meeting.

**Participants**

The following department representatives attended the meeting.

Name	Department
Gary Besaw	Agriculture & Food Systems
Sue Blodgett	Community Resources
Toni Caldwell	Legal Division
Stevie Chaffin	Administration
Natasha Chevalier	Community Development
Randal Chevalier	Human Resources
Jim Corn	Tribal Facilities
Lori Corn	Tribal School
Devan Erdman	Communications
Martina Gauthier	Public Defender
Evelynn Grignon	Administration
Marci Hawpetoss	Grants
Annmarie Johnson	Administration
Eva Johnson	Lending & Tax
Franny Kitson	Licensing & Member Services
Patricia Peters	Administration
Jeremy Pyatskowitz	Environmental Services
Joshua Pyatskowitz	Administration

Name	Department
Gary Pyawasay	Transportation
Maniyan Pyawasay	Conservation
Brianne Tepiew	Grants
Brenda Tomow	Administration
Keith Tourtillott	Law Enforcement and Detention
Kristah Warrington	Aging & Long-Term Care
Jerry Waukau	Menominee Tribal Clinic
Amber Waukau	Administration
Sharon Waukau	Grants
Joyce Wayka	Youth Services
Jeff West	Information Technology
Heather Wilber	Child Support
Paula Wilber	Advocacy and Support
Beckie Murdock	Facilitator
Jodi Pfarr	Facilitator
Ed Krueger	Facilitator

The following Department representatives did not attend:

Name	Department
Joey Awonohopay	Language and Culture
Lori Besaw	Children and Family Services
Melissa Besaw	Grants
Daniel Braun	Interim Internal Audit
Addie Caldwell	Maehnowesekiyah
Shannon Chapman	Education
Carol Corn	Family Services
Doug Cox	Land Management
Dave Grignon	Historic Preservation
Menomin Hawpetoss	Grants
Teresa Juga	Internal Audit

Name	Department
Ashlee Kaquatosh	Administration
Kathy Kaquatosh	Finance Department
Bridget Long	Judiciary
Lynnette Miller	Gaming Commission
Jennifer Peters	Internal Audit
Megan Smith	Chairman's Office
Ben Warrington	Emergency Management
Monea Warrington	Administration - Archivist
Joyce Waupekenay	Early Childcare Services
Desirae Wilber	Administration
Russell Wilber	Administration
Wayne Wilber	Housing

## In-Service Agenda and Discussion

The meeting agenda included the following topics:

Time	Topic
7:30 am	Breakfast (provided)
8:00 am	Welcoming Comments  Introduction to the Meeting/Agenda Review
8:15 am	Beckie: Ice breaker: Who do we represent as Tribal Directors/Administrators, and community members?
8:45 am	Annmarie: 90-day plans
9:15 am	Brenda: Data collection
9:30 am	Jodi: Understanding Your Style – Triangles/Experiences
10:00 am	Wellness Break
10:15 am	Jodi: Understanding Your Style – Triangles/Experiences (continued)
11:00 am	Jodi: Introduction to the 90-day Plan Checklist: Review Primary/Secondary for Goals/Objectives to align with 90-day plans
12:00 pm	Lunch (provided)
1:00 pm	All: Workgroups to create 90-day plans; with time to develop and review plans
2:30 pm	Report Out from small groups. Closing discussion, takeaways, next steps, and wrap-up.
3:00 pm	Adjourn

After the icebreaker exercise that focused on the many roles everyone has, Annmarie and Brenda provided insight into the importance of the 90-day plans and how they support the Tribe's capability to collect and use its data.

The data model that has been developed includes forms and reports for input from three data streams:

- Work Groups (primary and secondary departments will complete the reports)
- Directors (a section on strategic planning updates will be included in monthly reports)
- Tribal Administration (monthly reports to the MTL)

A handout showed the primary (in green) and secondary departments for each visionary area, as well as their assistant tribal administrator and the initial workgroup meeting dates as follows:

5/21/2024	5/21/2024	5/22/2024	5/22/2024	5/23/2024	5/23/2024	5/24/2024
Brenda	Brenda	Brenda	Brenda	Brenda	Brenda	Brenda
Tuesday 9-11 a.m.	Tuesday 1 - 3 p.m.	Wednesday 9-11 a.m.	Wednesday 1-3 p.m.	Thursday 9 - 11 a.m.	Thursday, 1-3 p.m.	Friday 9-11 a.m.
Economics	Health	Education	Social	Natural Resources	Culture	Justice
MTL Committee Room/Tribal Office Bldg	Tribal Office Boardroom	MTL Committee Room/Tribal Office Bldg	Tribal Office Boardroom	Community Development Conference Room	MTL Committee Room/Tribal Office Building	TBD
Annamarie Johnson	Desirae Wilber	Desirae Wilber	Joshua Pyatskowitz	Patricia Peters	Patricia Peters	Joshua Pyatskowitz
Community Development	Aging	Aging	Comm Resource Ctr.	Community Development	Tribal Archives	Conservation
Conservation	Clinic	Chair's Office	Family Services	Conservation	College of Men Nation	Courts
Environmental Services	Environmental Services	Community Resource Ctr.	Culture	Environmental Services	Lang & Cult	Public Defender
Finance	AG & Food Systems	Education	Member Services	Historic Preservation	ECS/Daycare	Historic Preservation
Legal Services	Human Resources	Head Start	Admin/Planner	Language & Culture	Finance	Human Resources
Lending & Tax Commissioner	Information Technology	Historic Preservation	Aging & LTC	Land Management	Grants	Information Technology
Maintenance	Law Enforcement	Human Resources	Men. Tribal Clinic	AG & Food Systems	Historic Preservation	Law Enforcement
Finance	Maehnowesekiyah	Information Technology	Education	Admin/Planner	Human Resources	Probation
EDA	Communications	JOM	AG & Food Systems	Grants	Member Services	Legal Services
Grants	Family Services	Language & Clulture	Human Resources			Detention
Communications	YDO	Legal Services	YDO			Advocacy & Support Services
	Advocacy & Support Ser	Maehnowesekiyah	Culture			Family Services
	Community Resource Ct	YDO	Advocacy & Support Services			Juvenile Justice
	Housing		Communications			Prosecution
			Housing			YDO
			Information Technology			
			Menikanaehkem			

Additional details are forthcoming for the Justice workgroup.

A Star Award Motivational Program is underway for the strategic plan implementation process. Departments will receive a certificate of achievement for the completion of 90-day plans, with recognition at Community Engagement Workshops. As 90-day plans are completed, the Visionary Area will receive a Star Trophy. The Visionary Area with the most Start Trophies by the end of November will receive a prize. An annual banquet is planned for December.

A handout of FAQs was distributed. The FAQs were identified by participants during the prior in-service meeting. There was a discussion about the importance of updating the Menominee Nation Facts and Figures with the Tribe's own data, rather than relying on the Census Data that has some inconsistencies. Development of the 90-day plans and implementation of the goals and objectives will lead towards the enhanced ability to capture information for the Tribe's own data, facts, and figures for future reporting.

A dedicated email address has been established for further questions and to submit 90-day plans: CEWGroup@mitw.org.

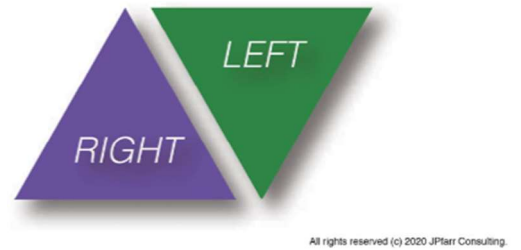
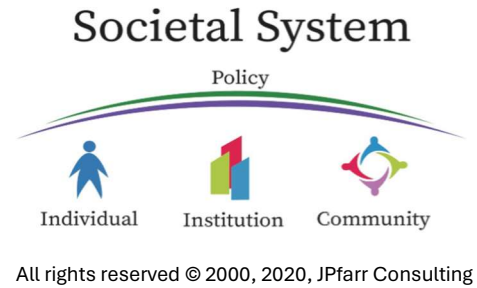
As a reminder, the participants were referred to the Strategic Plan Policy related to required participation in planning efforts:

<b>I. Policy Statement</b>
<i>The Menominee Indian Tribe of Wisconsin will establish an ongoing strategic planning and monitoring process by which it translates its mission, vision and values into actionable and measurable goals, strategies, initiatives, and programs.</i>
<b>II. Purpose of Policy</b>
<i>The Strategic Planning Policy will provide direction and monitoring for both <u>long and short term</u> decision-making by the Menominee Tribal Legislature, Administrative Committee, and Departments to fulfill the mission of the Tribe and to make informed choices among competing demands for investment.</i>
<b>III. Applicability</b>
<i>This Policy is applicable to all administrators, directors, staff, and individuals affiliated with the Tribe by contract.</i>

Jodi provided information on the impact of our experiences and perceptions on how we interact with others. She reviewed the diagram at the right:

Looking at experiences through these perspectives helps us understand ourselves and those we work with in our departments and within the community.

The discussion on the societal system referred to the Triangle Chart, which depicts eighteen normalized/not normalized groups, with right/left-handedness (diagram at right) as an example. The participants reviewed the other seventeen triangle groupings with a reflection on the significance for their work. The discussion of differences is important for the successful implementation of the Tribe’s strategic plan. It contributes to acknowledging one another and ensuring everyone is heard and represented in the work.



The meeting continued with participants being divided into workgroups by visionary area to focus on development of 90-day plans and the process for completing them. The remainder of the day was spent working on plan development, with the facilitators supporting the work of the groups.

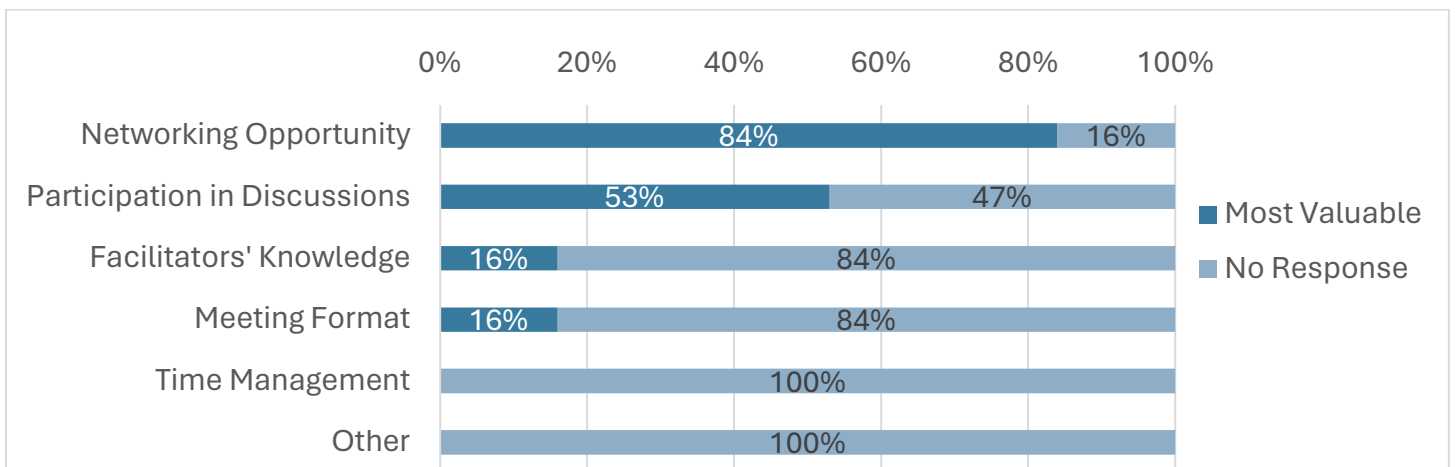
The next steps include planning for the upcoming workgroup meetings the week of May 20, 2024, and the upcoming Community Engagement Workshop on June 27, 2024. The meeting adjourned at 3:00 pm.

## In-Service Evaluation Summary

Twenty-one participants completed an assessment form at the end of the training. This represents an 81% participant response rate. Their comments and ratings are summarized below.

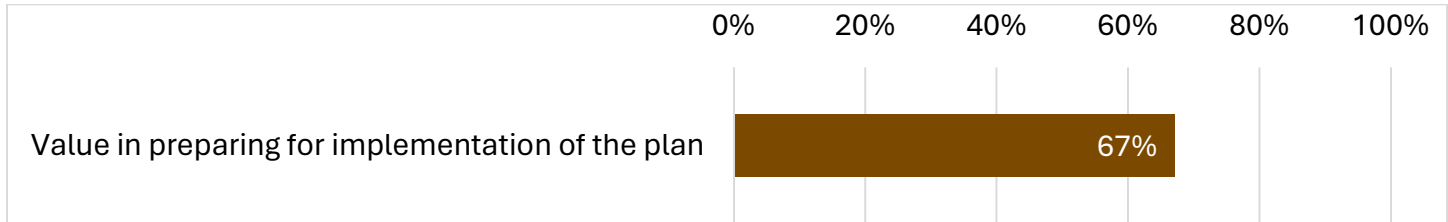
### Evaluation Summary Findings

Participants were asked to rate the meeting for the aspects they found the most valuable. The responses are ranked by the order of the aspects that received the highest numbers as follows:

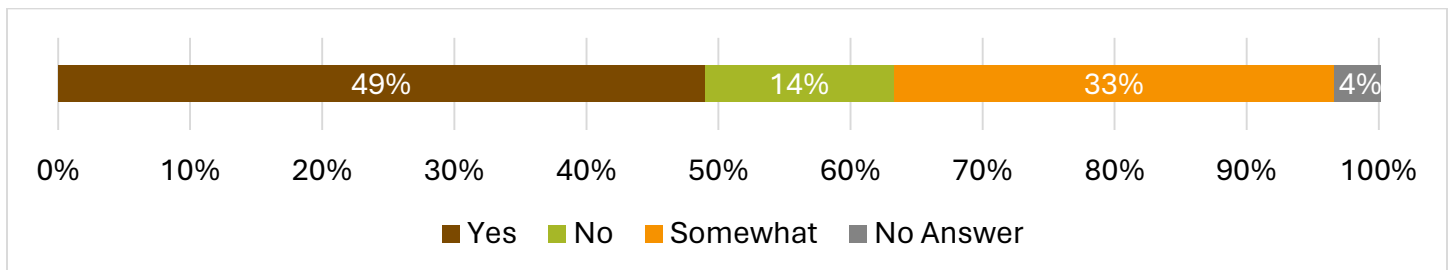


## Satisfaction Ratings

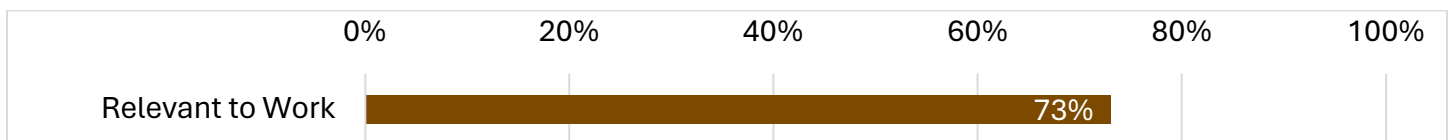
Participants were asked to rate the meeting's overall value in helping to prepare for the implementation of the 2023 Strategic Plan for MITW. 78% felt the meeting was valuable for helping prepare for the plan's implementation.



Participants were asked if they felt better informed about the implementation process because of this meeting. Their response was:



When asked to rate the relevance of this meeting to their work on a scale of 1-5, 73% of respondents indicated that this was a helpful process.



Participants were asked if they had other thoughts to share:

### Ways to gain community support and participation in planning activities:

- The community seems to support the effort. The Tribe does a good job of posting meetings, etc. related to this effort. We do not need to try and reach every individual.
- Communication and follow-up, more marketing options for visibility.
- Include in community events.
- More meetings in actual committees to add to relevancy.
- More leadership promotion.
- Create a social media platform; have suggestion boxes at MTL and community meetings.
- It seems that the strategic plan is a hard sell because it is such a huge document. Can it be simplified?
- Pay attention to the language used to communicate the planning process.
- Establish trust, credibility, engage - have conversations; SHOW UP! Take time to actively engage.

### Recommendations on implementation of the plan and attendance at the in-service meeting:

- Networking and talking to other Directors and Administration staff was valuable.
- The formation of the workgroups seemed new; could the workgroups get the associated 90-day plans already filed?
- I did not want to take on the responsibility as a primary on an area because I am not sure that is the best use of my time. However, I did agree to become a primary, so I sure hope it is worth it.
- Need to have all programs present so plans can be developed (3).
- CEW is very time-consuming and makes one feel that it interferes with the job.

### Comments about the in-service meeting:

- It is going well! :-)
- I would recommend not holding work groups on Mondays when timecards are due.
- Look at the finances and systems we use to work with us. i.e., Finance, HR, etc.
- It is difficult to have discussions on assigned topics within the timeframes given. It is important to hear the thoughts of others. We need to have more focused time to work together at the tables (4).
- Be realistic about the problems that exist and the barriers within the Tribal structure.

### How do you think this meeting has prepared us to hit our strategic planning goals?

- Now on to implementation; making plans; doing reports.
- There was a good amount of brainstorming and positive thoughts.
- Good start - gives us direction.
- It was good.
- The meeting furthered our understanding of the next steps in the process.
- I think the meetings reinforce some of the long-term plans.
- Keep working on it ... we need hope that there is progress.
- It helped me to realize I need to be more detailed.
- The meeting helped me understand the process.
- Prepared vs. on process.
- I gained insight into how to help meet the goals.
- We are already implementing projects with Departments so we could focus more in the future on trust.

It should be noted that on four responses individuals wondered how information on inclusiveness relates to implementation of the strategic plan, whereas others (two) commented that this was valuable information, and that diversity and inclusivity are important considerations within the strategic planning process.

## Observations

### Location/Timing

This meeting, being held on a Monday, appeared to have some conflict with payroll responsibilities for many Directors. Several individuals suggested that future meetings be held on another day of the week. This information may be relevant to conducting workgroup meetings as well as future in-service meetings.

### Participants

As mentioned in the evaluation comments and during meeting discussions, some departments did not have representation at the meeting. This can create gaps in knowledge and collaboration when all

departments are not present and do not take advantage of the same opportunity for training and working together. The participants appreciated the time to network with their colleagues (84%) and the ability to participate in discussions (53%) as valuable aspects of the meeting. Nearly 75% of participants felt the meeting was directly relevant to their work. Future meetings, including the visionary area workgroup meetings and the Community Engagement Workshops, can be viewed as further opportunities to network and collaborate between departments/directors. These opportunities to network can have a great side-benefit of providing opportunities for ongoing discussions and problem-solving between departments.

### **Recommendations for the Future**

The strategic planning process is not new to the Tribe. This plan provides significantly different and new opportunities to collaborate, share in the workload, and increase the communication and reporting capabilities of the departments. The processes put in place support their departmental work to align that work with the current and future strategic planning activities. As with any new process, it will take time for everyone involved to gain understanding and be supportive of the new procedures that support data collection and reporting for the implementation of the plan.