



# MENOMINEE TRIBAL LEGISLATURE

## Strategic Planning In-Service Meeting Report



Menominee Casino Resort, Keshena, WI  
May 7, 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 an In-service training for the Tribal Legislature and the Chairwoman’s Office personnel. The meeting was scheduled for May 7, 2024.

### In-Service Overview

The in-service meeting was held at the Menominee Casino Resort in Keshena, WI. The purpose of the in-service meeting was to review the MTL goals/objectives established within the 2023 MITW Strategic Plan, focused on the process to be used for development, implementation, and documentation or progress towards completion of the 90-day plans associated with the MTL goals and objectives. The meeting format allowed the participants to discuss the inter-relationships between their work as legislators (legislative committees, community meetings, etc.) and the implementation of their 90-day plans.

### Participants

The following individuals were invited to participate in the meeting:

Attended	Name	
X	Rebecca	Brunette
X	Spencer	Gauthier
X	Daynell	Grignon
X	Gena	Kakkak
X	Joan	Boyd
X	Megan	Smith
X	Jerilyn	Waupoose
X	Paige	Webster
X	Annmarie	Johnson
X	Patricia	Peters
X	Brenda	Tomow

Not Attended	Name	
	Joey	Awonohopay
	Randy	Chevalier
	Joan	Delabrué
	Michael	Fish, Jr.
	Dana	Waubanascum

The participants worked collaboratively to discuss the process for completion, documentation, and monitoring of 90-day plans and their roles/responsibilities. During the afternoon session they worked in groups to complete 90-day plans. They planned together for the data collection process they would need to put in place.

## In-Service Agenda and Discussion

The meeting agenda included the following topics:

Time	Topic
7:30 am	Menominee Prayer   Breakfast (provided)
8:00 am	Welcoming Comments   Introduction to the Meeting/Agenda Review
8:15 am	Ice Breaker – Working together: The Importance of Communication and Collaboration
8:45 am	Understanding Your Role in the Strategic Plan – Working Together
10:00 am	Wellness Break
10:15 am	Continue Discussion on Roles/Responsibilities and Integrating the Working into Position Descriptions
12:00 pm	Lunch (provided)
1:00 pm	Review the completed 90-day plan/s; review remaining goals/objectives
2:00 pm	Discuss connections: Committees/strategic plan/90-day plans; the importance of communication
2:30 pm	Discussion of the process for continuous monitoring/tracking and follow-up of 90-day plans. Closing discussion, takeaways, next steps, and wrap-up
3:00 pm	Adjourn

The opening icebreaker helped the participants recognize the importance of good communication, collaboration, and the need to create a solid foundation for the work. This is critical if the work is to be incorporated into daily operations effectively.

The 2023 plan is the first time the MTL has had their own goals and objectives. These goals were established during the In-Service/Retreat leading up to the completion of the Plan. As this is new for the MTL, a good amount of time was spent discussing the process they would need to put in place as a branch of the Tribe’s government to ensure documentation and accountability for the completion of this work. Initial discussions included reviewing how the Administration Department manages its process for the seven Visionary Areas. The focus was on creating something that aligns with the process already in place but is owned and managed by the Chairwoman’s office and her staff. Initial discussions included ensuring everyone understood the importance of this process and how it will help the Tribe move forward with their work, complementing and documenting current efforts. It is a different way to capture the work, not additional work.

As the participants discussed the workflow, they identified the steps on the flowchart to visualize the process which is shared on the next page:



The Executive Director and the Executive Assistants are responsible for recording the progress towards the implementation of the 90-day plans, while it is the Legislators who are responsible for the completion of the tasks and activities. The Administrative Team and the Assistant Tribal Administrator (Josh Pyatskowitz) are available to help problem-solve and identify any additional resources or information that may be needed to complete the plans.

An update on the MTL Goals/Objectives and the 90-day plans will be included on the agenda for every third MTL meeting. MTL will have a ZOOM call with Jodi every 45 days to schedule time to review progress and discuss problem-solving to ensure the process keeps moving forward. The outcome is for 90-day plans to be integrated into the work being undertaken by the MTL through their committees and community meetings. This will help align and document the accomplishments, thereby demonstrating and communicating MTL's great work and efforts to the community.

The process for supporting the Legislators should be included in the position descriptions for the Executive Director and the Executive Assistants. This will help ensure that the process stays in place even if the individuals in those positions change.

The participants discussed what they view as potential concerns or barriers for this work. This included the following:

- Not enough time, which makes this feel like more work and more monitoring.
- Concern that something must “give” to incorporate this work into their schedules. This may require some discussion to reassess and prioritize the work.
- It is important to organize operating procedures (mapping) and create a centralized database to document the work efforts.
- The work will require a more intentional focus on communication, thinking outside the box, and looking at the process from different angles. It is important to get everyone on the same page and continue the coordination efforts as the new process is put into practice.
- There are factors like weather, critical incidents, trauma, new information/insights, etc. that can impact the plans, which may require changes to the original scope of work. This can result in changes to the original plan. This is to be expected and is an inherent part of a broad scope strategic planning effort.
- A solid foundation will help ensure that the work is incorporated into standard operating procedures.

Additional discussion on the advantages and how to ensure a solid foundation for the work included:

- This is an opportunity to help the Tribal Government come together and be more productive.
- It will help identify everyone’s gifts, strengths, and interests to align with the work being done for the Tribal community.
- Another advantage identified by the group was that this can help break down existing barriers and help share focus and direction for the Tribe.
- It can support the ability to work together and organize the work being done in a different way.
- It encourages collaboration vs. working individually.

The participants discussed what will be needed to implement the 90-day planning process within their operating procedures. Their ideas included:

- Create standardized forms in Word or Excel and make the forms available electronically for use by the Chairwoman’s staff as well as the Legislators.
- Create a shared site for the plan, the forms, and the data collection.
- Incorporate communication on the progress into existing processes; send or post weekly updates to monitor and add to the work.
- Have the Executive Director align procedures with those being used by the Administration.
- Consider using a website to track and help projects, in addition to Word/Excel.
- Ensure there is time in the work week for updates and regular meetings.
- Build in the ability to send notices and important reminders using a centralized email address for communications.

The afternoon was spent reviewing the MTL goals and objectives to identify areas where 90-day plans could be developed during the meeting. The participants worked in small groups to map out the activities and action steps that would need to be done for objectives, putting it into 90-day plan forms. Plans developed during the meeting included:

- Align goals and objectives with committees; Megan will meet with Ashlee to align the Chairwoman’s office procedures with those used by Administration for monitoring and tracking 90-day plans. Additional steps were also defined for this Objective.
- Goal One – Objective One: Chair will follow up with Megan two weeks after the meeting; schedule ZOOM follow up meetings with Jodi and personnel.
- Goal 3 – Objective Four: Addressing empty houses on the Reservation: Daynell and Paige. They defined next steps and the data that will be collected to document progress towards completion of the renovations as well as to communicate with the community about the process and status.
- Goal 3 – Objective Two: Homelessness: WRDC – Tribal Homeownership Program. Process, communication, and data were defined.
- Goal 4 – Objective Two: Infrastructure: Make the MTL positions full-time to provide support to the Chairwoman and ensure the Tribal community needs are being met. Next-steps with timelines were identified, which included creation of job descriptions/job duties, a cost analysis, visiting other tribes, and identifying the socio-economic impact as well as anticipated outcomes for the Tribal community.
- Pow Wow: The 90-day plan will look at how to implement a pow wow for Norther Tribes, gain sponsorship, identify coordination steps, and problem-solve gate worker/staffing challenges.

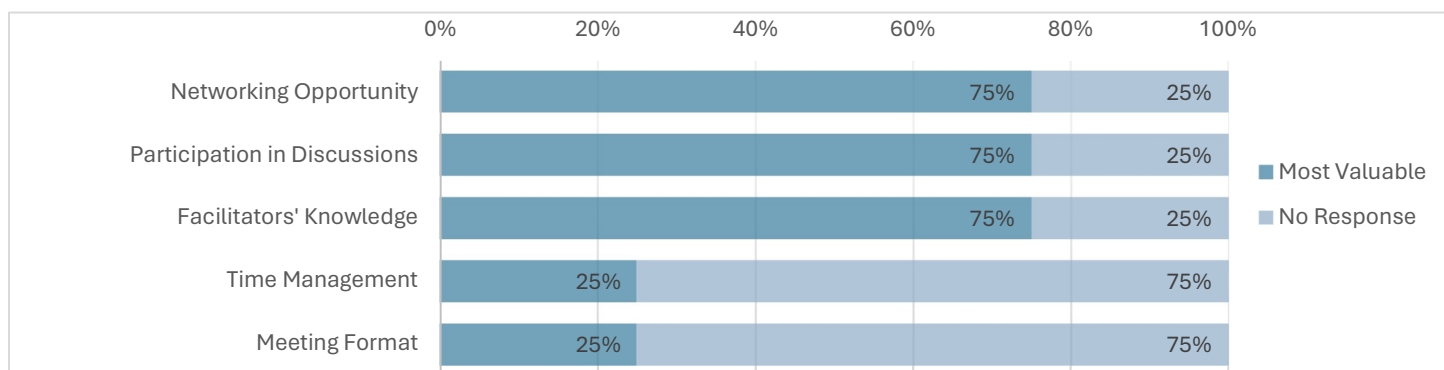
For this work to be successful, it will require good listening skills and being open-minded. The group discussed the importance of all MTL attending the Community Engagement Workshops and bringing the process to their work with committees and at community meetings. The meeting adjourned with a review of what was accomplished, a review of next steps which included a ZOOM follow up meeting with Jodi on June 5 at 1:30 pm. Evaluation forms were completed and the meeting adjourned at 3:00 pm.

## In-Service Evaluation Summary

Four participants completed an assessment form at the end of the training. Their comments and ratings are summarized below.

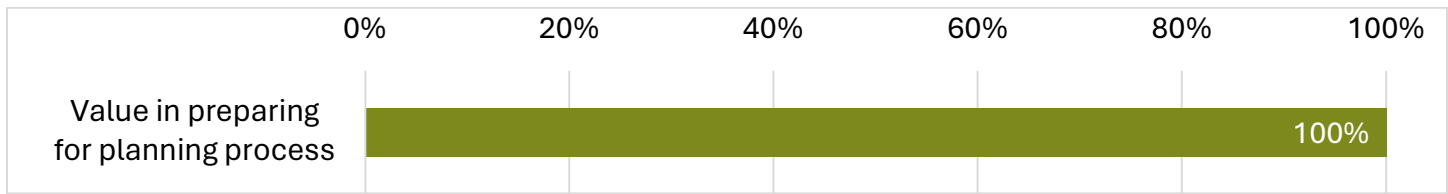
### Evaluation Summary Findings

Participants were asked to rate the meeting for the aspects they found to be the most valuable.

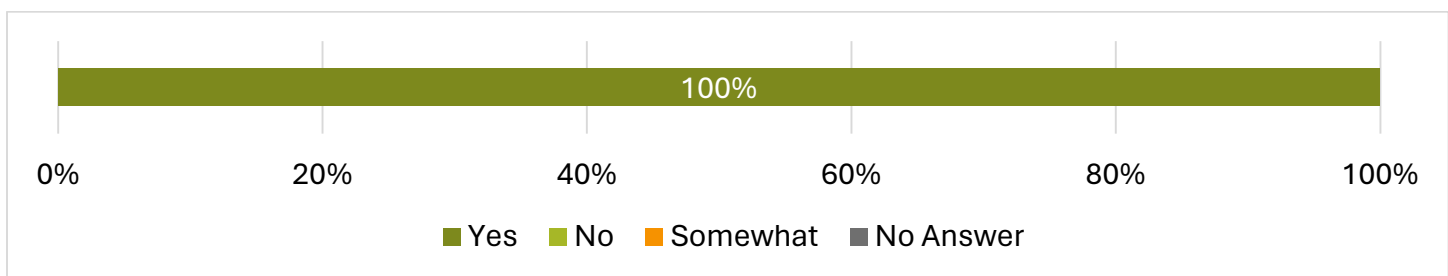


## Satisfaction Ratings

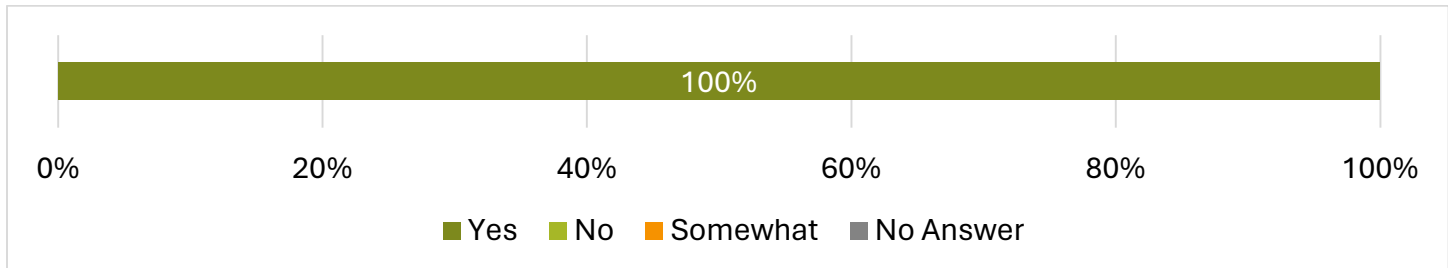
Participants were asked to rate the meeting's overall value in helping to prepare for the implementation of the 2023 Strategic Plan for MITW. 100% of respondents agreed that the meeting was helpful.



Participants were asked if they felt better informed about the implementation process because of this meeting. 100% of respondents indicated that yes, they felt better informed after attending the meeting.



The survey asked if participants felt the meeting was relevant to their work.



## Additional Feedback on Ways to Gain Community Support and Participation

- Send reminders of the meeting earlier to help gain the participation of all MTLs.
- Get the word out more for Community Engagement Workshop dates to encourage involvement.
- Use the 90-day plan at the Community Engagement Workshops in our community.
- Use social media, incentives, etc.

Participants were asked if they had any additional comments or questions related to the meeting or the implementation of the plan for the Tribe:

- Would like to have assistance on 90-day plans and how it relates to jobs for all staff.
- I would recommend urging directors to allow/recommend participation by their staff in the Community Engagement Workshops that are scheduled.
- I think it is a good idea to bring 90-day plans to committees and outside entity boards to get them more involved.

Participants were asked how they thought this meeting helped prepare them to hit the strategic planning goals:

- The meeting was very well planned and helpful.
- It was helpful to get 90-day plans started to give us direction.
- If 90-day plans are used across the Tribe everywhere it would be very helpful.
- This meeting was more in-depth and one-on-one to define work with MTL and the Executive Director/Assistants.

## Observations

### Location/Timing

The timing for meeting notices could have gone out sooner to ensure participation by more Legislators. The meetings are valuable to provide a focused time to work on the development of these new operating procedures.

### Participants

Not all Legislators were able to participate in the training/meeting. The participants in attendance expressed their interest in ensuring the plan's implementation continues to move forward. Participants expressed a desire to have more training and support for developing their process/procedures for completion, tracking, and the data collection needed to implement 90-day plans and the MTL goals/objectives into their daily work.

### Recommendations for the Future

An additional workgroup follow-up session might be valuable to further define polices and procedures and to integrate roles/responsibilities into position descriptions for the Chair's personnel. Follow up work is also needed to identify position descriptions for the Legislators which will support working towards a full-time Legislative body. This will, in turn, support having the time required to fully support the community.