What is Strategic Planning?

Section A

I. Strategic Planning Basics..... A-2
II. History and Background..... A-2
III. Vision, Mission, Values..... A-4
IV. Supporting Policies..... A-5
V. Gaining Community Input... A-5
VI. Community Engagement Workshops..... A-6

A. What is Strategic Planning?

I. Strategic Planning Basics

Strategic planning is a complex and ongoing process of organizational change. It is oriented toward the future and focuses on the big picture. Strategic planning aligns the Tribe with its environment, establishes a context for accomplishing goals, and provides a framework and direction to achieve the Tribe's desired future. Ultimately, it aims to influence all areas of operations and becomes a part of the organization's philosophy and culture. More specifically, strategic planning involves the following processes:

- Forming a strategic vision of where the organization is heading,
- Establishing objectives (i.e., converting the strategic vision into specific performance outcomes for the organization to achieve),
- Crafting a strategy to achieve the desired outcomes,
- Implementing and executing the chosen strategies, and
- Evaluating performance (i.e., initiating corrective adjustments in vision, objectives, strategy, or execution considering actual experiences, changing conditions, new ideas, and new opportunities).

Strategic planning aims to create improvements in governmental and administrative processes, resulting in an effective distribution of resources and improved service delivery by:

- Setting a clear and unified direction for all (e.g., everyone knows where we are going),
- Promoting community and organization participation,
- Identifying problems and possible solutions,
- Regulating growth of the organization and service areas,
- Promoting collaboration and integration of services (i.e., tears down territorial boundaries),
- Serving as a program performance assessment tool, and
- Serving as a budgeting tool.

II. History and Background

In 2003, the Legislature laid the foundation for the development of a comprehensive strategic plan. At strategic planning training sessions facilitated by the College of Menominee Nation (CMN) the Legislature developed a mission and vision statement, and the following nine vision areas: Culture, Education, Economics, Health, Social, Natural Resources, Law Enforcement, Judiciary, Jurisdiction, and Sovereignty. Following completion of the training, the Legislature realized the costs associated with the development of a comprehensive strategic plan and elected to seek funding opportunities to support an organization-wide planning effort.

In 2004, the Tribe was awarded a three-year grant in the amount of $524,050 from the United States Department of Health and Human Services – Administration for Native Americans to support this endeavor. The Legislature also adopted Resolution No. 04-07 to assure an in-kind match of $177,973 through employee and community participation. Upon receipt of the award the Tribe hired a Strategic Planning Coordinator to carry out the following goals and objectives:

- **Year One:** The Tribe provided training to Management and Program Directors, and administered a community-wide survey,
- **Year Two:** Workgroups created implementation action plans and redesigned each of the visionary areas; community meetings were also held on a quarterly basis,
- **Year Three:** The implementation action plans were merged to create the Tribe's comprehensive strategic plan and public hearings were held in eight communities on and off the reservation. The strategic plan was presented to the Menominee Tribal Legislature for its adoption, which occurred on September 25, 2007.

The 153-page document that was produced represents the culmination of over 5,400 planning hours and over three years' worth of hard work performed by the Tribe's administrators, directors, and program managers. Countless community members were also involved in the planning process. A four-year-old dream of the Legislature was fully realized. This important document, in essence, performed the following:

- It provided the reader with a basic primer on strategic planning, and briefly described the efforts the Tribe undertook to create the plan,
- It provided a brief history lesson on the Tribe, covering such topics as pre-contact history, the Treaty Era, Termination, and the Restoration movement,
- It created a mission, vision, and value statement that hopefully all members and employees of the Tribe can easily remember,
- It set forth a unified mission and vision for the Tribe and its departments, and it established 40 goals and 129 objectives for us all to pursue in the areas of Culture, Economic Development, Education, Health, Justice, Natural Resources, and Social,
- It continued to utilize well into the implementation stages seven multi-disciplinary, and in many cases, multi-jurisdictional workgroups that were initially established to develop the goals and objectives in each of the above-described service areas,
- It recognized that strategic planning and implementation is <u>not</u> a process to be halted and recommenced once every 5, 7, or 10 years, but should instead be a process of continual pursuit, development, and improvement,
- It provided the Legislature, workgroups, departments, and the community with the information they needed to ensure the plan that they all helped to create would continue to operate and produce results well into the future, and
- Perhaps the most important outcome, it provided a snapshot of who we were at that time and revealed what we hoped to become.

The 2007 plan, unlike any other before it, did not sit idle on the shelf to collect dust. It was truly a living document, meaning that it was one that was designed to be continually viewed, pursued, built upon, and adapted to suit the ever-evolving needs of the community. It was designed to be used for planning, budgeting, grant development, and forging durable partnerships that would last well into the future. Though the plan was not quite perfect, few if any plans of this scope and magnitude could achieve the consensus this one had. Hundreds of authors of the plan trusted the average reader would find and believe the same.

Implementation of the 2007 strategic plan continued throughout the years in formal and informal ways, leading to a great number of enhancements to the services offered to community members. Many collaborations were formed to bring together internal and external service providers. These collaborations

provided the opportunity to streamline service delivery, reduce duplication of services, and address any gaps in services. In 2022, the Administration Department began the work of preparing the community and the departments for participation in the next strategic planning process.

The MITW 2023 Strategic Planning process began with the adoption of a strategic planning policy and the development of a communication plan for the Tribe. A community needs assessment, using the same questions that were asked in 2005 provided comparative data to guide making updates to the previous plan. The 2023 planning process included:

- Retreat meetings with Directors, Legislators, and the Administrative Committee, as well as Administration Department staff, to define the NOW and FUTURE stories and identify passions and priorities for planning,
- Strategic planning training for Directors and their designated alternates for engagement in and support of the planning process,
- Workgroup meetings for each of the visionary areas,
- Ongoing online and in-person assessments to incorporate feedback into the process, and
- Community meetings to inform and engage the community in the process.

With a solid roadmap to follow, based on the work accomplished for the 2007 plan, the timeline and process used to complete the 2023 plan was condensed from 3 years in 2007 to eight months for the 2023 plan's development.

Copies of all assessment results, workgroup notes, retreat evaluation reports, and community feedback reports are available on the website, Menominee App, Menominee Nation News, or by calling Administration at (715) 799-5154 to request information.

III. Vision, Mission, and Values

In 2003, the Legislature began the strategic planning process by drafting a mission and vision statement as well as an implementation plan that included goals and objectives. The Legislature also identified nine guiding visions to include the following target areas: social, natural resources, culture, education, health, economics, law enforcement, judiciary, and jurisdiction and sovereignty.

Management and department directors furthered the Legislature's work by refining the mission and vision. The vision areas for law enforcement, judiciary, jurisdiction, and sovereignty were combined to create a visionary area for justice. The mission and vision statements underwent significant revisions.

- **Tribe's Mission Statement:** The mission of the Omaeqnomenewak (People of the Wild Rice) is to promote, protect, and preserve our rights, resources, and culture by utilizing responsible leadership and judicious exercise of our sovereign powers.
- **Tribe's Vision Statement:** We envision the Omaeqnomenewak (People of the Wild Rice) as a strong, healthy, and proud nation living in accordance with its culture and beliefs and possessing the resources necessary to be successful in achieving our goals.
- **Tribe's Value Statement:** As Omaeqnomenewak (People of the Wild Rice), we value our children, elders, and each other, preserving our language, tradition, history, and culture for generations to follow.
- **Goals and Objectives:** To support the mission and vision and add further depth to the plan the Legislature, management, department directors, and community members created a host of goals and objectives to be implemented, monitored, and evaluated.

In 2023, the Legislature, Administration, and Department Directors reviewed the Tribe's vision, mission, and value statements. The community provided feedback on these statements using an online survey. The statements were determined to be relevant today and would carry the Tribe forward in accomplishing updates to the strategic plan.

IV. Supporting Policies

To further support the Tribe's strategic plan, a strategic planning policy, submitted on 5/16/2022, established an ongoing strategic planning and monitoring process by which it translates the mission, vision, and values into actionable and measurable goals, strategies, initiatives, and programs. The policy outlines the direction and monitoring for both long and short-term 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.

The strategic planning policy defines the planning cycle to include a rolling multi-year process that aligns with the Tribe's fiscal year to ensure the strategic plan drives the financial plan. An attachment to the policy defines the roles of the Menominee Tribal Legislature and the Administrative Committee for management responsibilities in support of the planning process (see Appendix D – Strategic Planning Policy).

A communication plan (See Appendix E–Communication Plan) helped reorganize and align the infrastructure to create a Communication Department. The plan also defined a core communication team to identify the stakeholders who would support the development of overarching messaging for the Tribe.

Through the creation of this foundation, the Communication Department was prepared to support the planning process by documenting the planning activities, posting planning documents on the website and the App, and creating video presentations related to the successes of the prior strategic plan.

V. Gaining Community Input

The strategic planning process in 2007 included community input into every phase of its development. The following community meetings and training sessions provided an opportunity for Tribal members to participate in the development of the strategic plan:

- Community-wide survey
- Eight in-service trainings held with a total of 122 participants,
- Five large community meetings on and off the reservation,
- One youth leadership conference,
- Two summer youth participant groups,
- Two youth alliance groups,
- Two job training programs for youth workers,
- Eight public hearings held on and off the reservation, and
- Bridges Out of Poverty Training provided to Tribal Legislators, Directors, and Managers.

In 2023, the community was invited to participate in the plan's development in the following ways:

- Community-wide survey
- Community meetings
- Workgroup meetings
- Online topic-specific mini-surveys
- Review of planning documents via the Tribe's website, communication application, Menominee Nation News updates, and distribution of information by the Department of Administration.

The following graphic depicts the process used to move the planning process from design to preparation for approval and then guide the implementation phase:

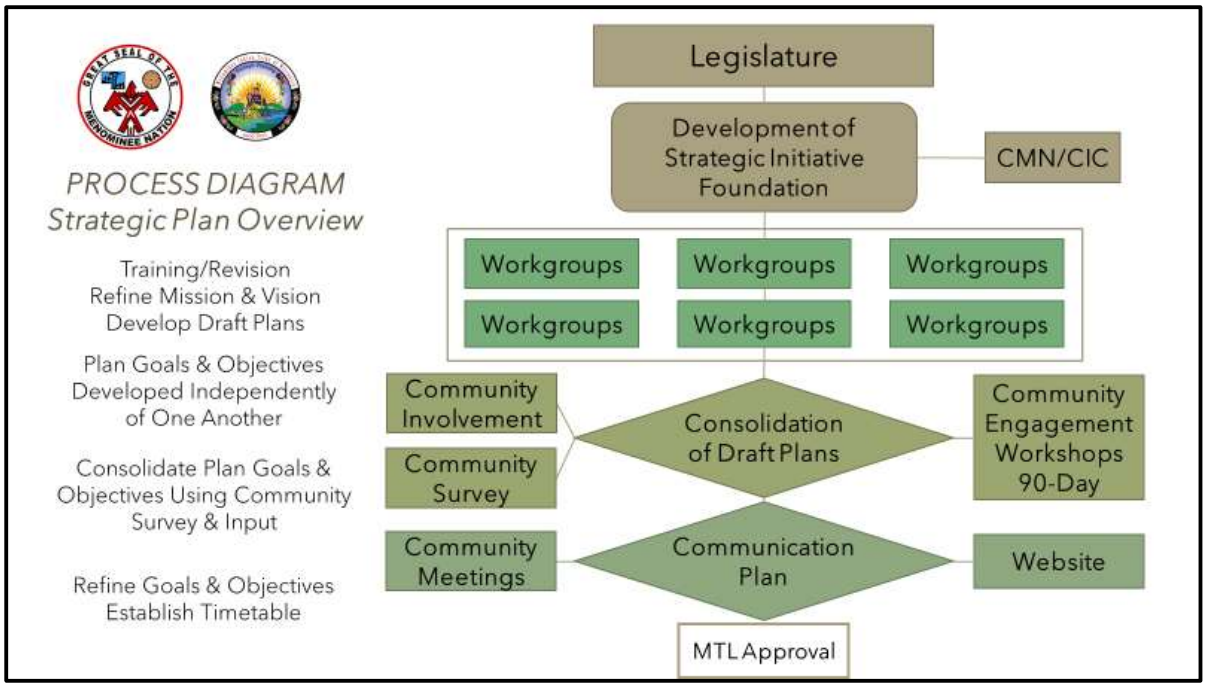

Figure 1: Strategic Planning Process Diagram

VI. Community Engagement Workshops and 90-Day Plans

The successful implementation of the 2023 strategic plan will require ongoing involvement and commitment from the Legislature, Administration, Departments, and most importantly, community members. Community Engagement Workshops (CEW) have been used by the Tribe for many years to involve community members in the development and implementation of problem-solving strategies for issues as they arise within the community. A community member can bring an issue/concern forward at a CEW and they will receive guidance for the development of a 90-day plan to address the issue/concern.

In a similar approach, the 2023 strategic plan will be implemented using 90-day plans with updates provided during quarterly community engagement workshops. Each objective within the 2023 plan will be assigned a primary department responsible for the implementation of that objective. A workgroup comprised of additional primary and secondary departments, internal and external organizations, and community members will be involved in the implementation of each objective.

Figure 2: Food Pick-up due to COVID

The 2023 Strategic Plan includes goals for the Menominee Tribal Legislature, which is a new addition to the planning process. MTL's 6 goals and 27 objectives will help ensure continuity and ongoing involvement in the plan's implementation and support the plan's sustainability as changes occur in the Tribe's Legislature representatives.

The 2023 strategic plan, which includes the seven visionary planning areas, created 28 goals and 117 objectives as follows:

Culture:	4 goals	12 objectives
Economic Development:	3 goals	9 objectives
Education	3 goals	16 objectives
Health	2 goals	11 objectives
Justice	8 goals	35 objectives
Natural Resources	3 goals	8 objectives
Social	5 goals	26 objectives

Lessons learned over the past 16 years prepared the Tribe for making strategic changes to the planning process, thereby increasing the likelihood of successful implementation of all goals and objectives. The Strategic Planning Policy and the Communication Plan will be valuable tools to ensure a smooth transition through changes in leadership within the Legislature, the Administrative Committee, and Tribal Departments. The MITW 2023 Strategic Plan is a living document that will guide the Tribe's future, providing an organized framework for making critical changes as needed to address issues, concerns, and opportunities that arise during the implementation phase of the plan. The planning process resulted in this 213-page document that reflects countless hours of meeting, planning, drafting, and review. The final plan was approved by the MTL on September 7, 2023.

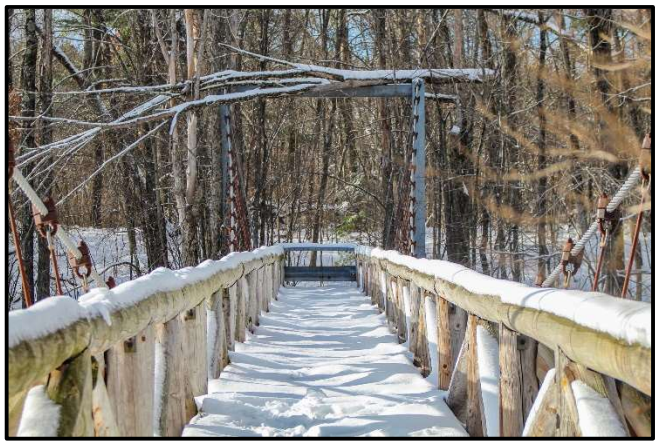

Figure 3: Winter Bridge

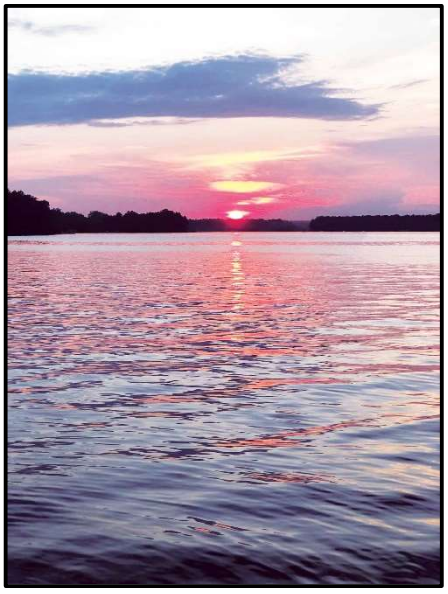

Figure 4: Legend Lake

Figure 5: Youth Olympics