

MENOMINEE INDIAN TRIBE OF WISCONSIN DIRECTOR'S RETREAT

MARCH 27-29, 2023

MEETING SUMMARY AND EVALUATION REPORT



Introduction and Overview

The Menominee Indian Tribe of Wisconsin Administration Department provided a three-day retreat for the Tribe's Directors and Administrators. The purpose of the meeting was to provide a starting point for the 2023 strategic planning process the Tribe is initiating.

Retreat Overview

The retreat was held at the Island Resort and Casino in Harris, MI. This location allowed participants to focus on the work outlined on the agenda, without interruptions from their responsibilities at home. With dedicated time, department directors and administrative staff collaborated on the agenda topics and discussed opportunities that will be available to the community through the strategic planning process.

**“There are dreamers
and
there are planners;
the planners
make their dreams
come true.”**

~ Edwin Lewis Cole

Participants

Invitations were sent to all Department Directors who were encouraged to participate in the retreat. Attendees included:

Rebecca Alegria
Joey Awonohopay
Stephanie Awonohopay
Gary Besaw
Sue Blodgett
Toni Caldwell
Shannon Chapman
Antoine Chevalier
Natasha Chevalier
Carol Corn
James Corn
Lori Corn
Doug Cox
Gary Dodge, Jr. **
Michelle Frechette
Martina Gauthier

Marci Hawpetoss *
Meah Hesse
Annmarie Johnson
Gena Kakkak
David Kitson
Franny Kitson
Mitzie Klozotsky *
Edward Krueger *
Bridget Long
Beckie Murdock *
Patricia Peters
Jodi Pfarr *
Jeremy Pyatskowitz
Josh Pyatskowitz
Gary Pyawasay
Maniyan Pyawasay

Brenda Tomow *
Keith Tourtillott
Ben Warrington
Kristah Warrington
Jerry Waukau
Sharon Waukau
Sheena Waupoose **
Joyce Wayka
Jeff West
Annette Westphal
Desirae Wilber *
Heather Wilber
Alicia Wilke

* Facilitators

** Video/Photo Recorders

Retreat Agenda

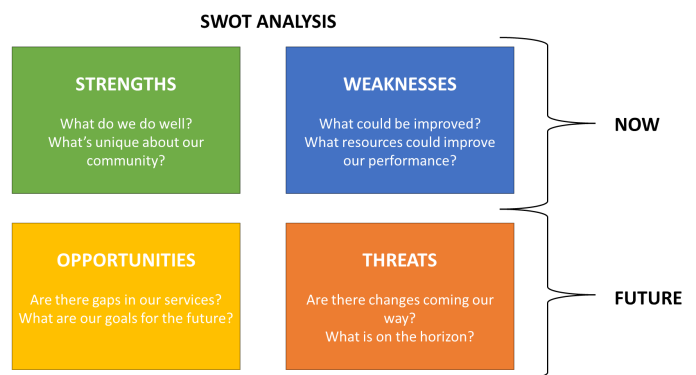
Monday, March 27

The retreat began at noon on Monday, March 27. Tribal Chairwoman Gena Kakkak provided welcoming remarks, followed by Tribal Administrator Annmarie Johnson, who introduced the purpose of the retreat. Annmarie then gave an overview of the newly developed policies on planning and policy development. Brenda Tomow, Tribal Planner, then presented information on the successes achieved because of the MITW Strategic Plan that was completed in 2007. She highlighted the seven pillars of planning which are related to social (community) issues, economic development, education, health, justice, natural resources, and culture/heritage. A video presentation provided an overview of the language and culture program and highlighted the language immersion program. Completion of videos that highlight other successes achieved through the 2007 strategic plan is being considered. The day concluded with dinner and a time to reflect on the day's agenda.

Tuesday, March 28

Day two began with breakfast, an icebreaker, and an introduction to the facilitators assigned to the discussion groups identified for each pillar. Annmarie gave an overview of the strategic planning process and what the SWOT analysis can do to frame the process to be used for the 2023 strategic plan. She then introduced the facilitators. Jodi Pfarr, JPfarr Consulting and Ed Krueger, Beckie Murdock, and Mitzie Klozotsky, the Center for Innovative Change. Beckie Murdock gave an overview of the 2005-2023 Community Needs Survey Report provided to the participants. The report was a draft of the compiled results. The content of the report was divided into eight sections. After the introduction, the content sections included social issues, economic development, education, health, justice, natural resources, and culture/heritage. The report provided comparative charts showing the changes in the climate and attitudes of the respondents, compared to the same questions asked in the 2005 survey.

Jodi Pfarr introduced the breakout group work and facilitated exercises to create a common ground for the workgroups. She correlated the SWOT analysis to the NOW and FUTURE stories of the Tribe and its members. Her presentation also highlighted the importance of working together with transparency and reinforced the need for a BOTH/AND rather than an EITHER/OR approach to listening and honoring others' ideas and opinions. She suggested the FUTURE story be focused on ABUNDANCE and creativity for planning. Jodi facilitated a SWOT analysis of the Social (community) issues pillar. This introduced the process used by the breakout groups to conduct a SWOT analysis on the remaining pillars. After spending time in the breakout groups, the participants convened in the large room to present the information discussed in their breakout groups. The report-out process began in the afternoon, with a discussion on the following pillars: natural resources, education, health, and culture/heritage. The day concluded with dinner, a time to reflect on the day's agenda, and networking with the participants and facilitators.



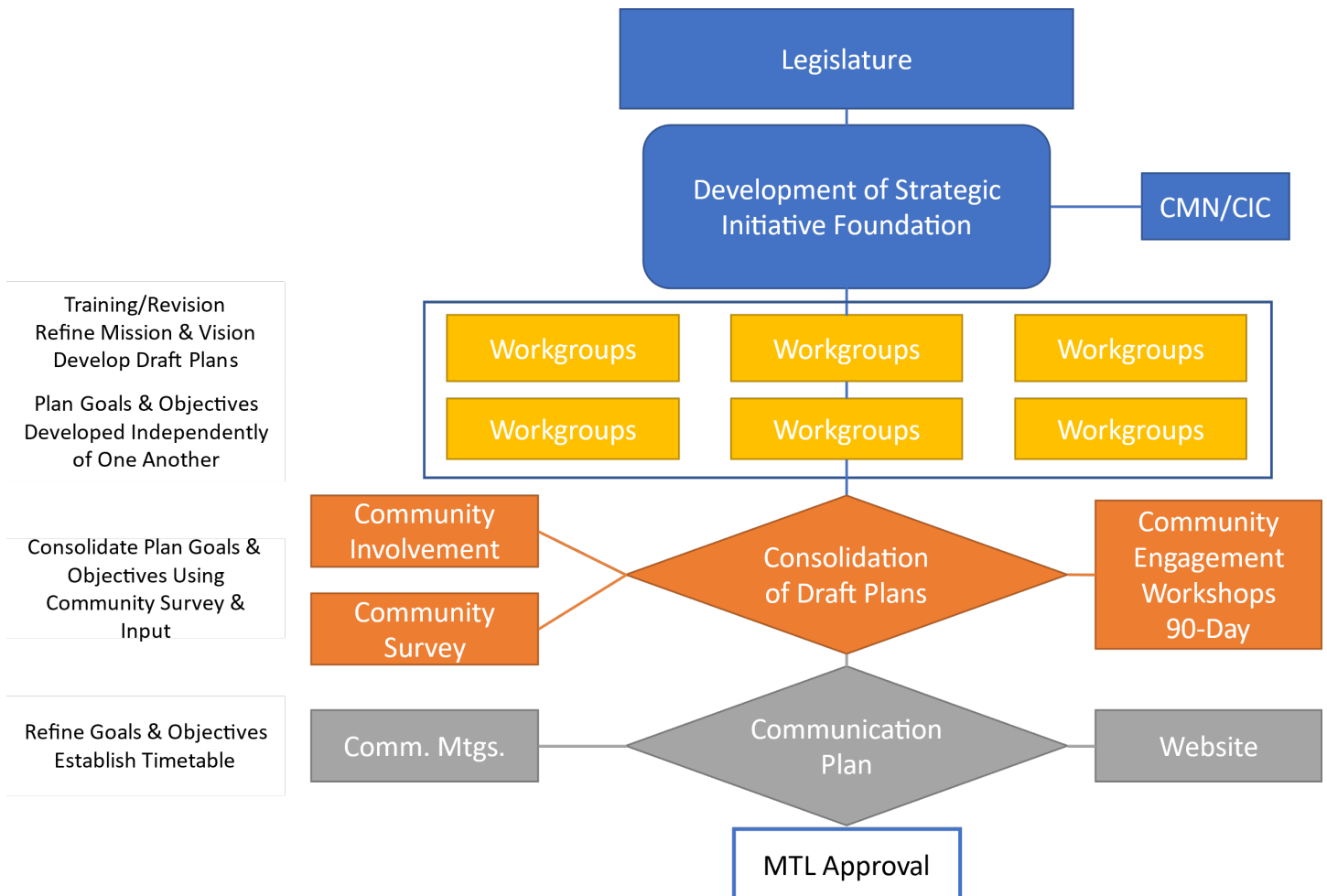
Wednesday, March 29

The final day of the retreat began with the completion of the report-outs from the remaining two pillars: economic development and justice. Following the completion of the group report-out, the participants were assigned to pillars, based on their department's or their own interest area. The breakout groups reviewed the updated SWOT analysis of their pillar and discussed their priorities and passions for planning.

Brenda Tomow provided an overview of the next steps in the planning process. She shared there will be weekly group meetings that will include tribal members; monthly directors' meetings with monthly updates on the progress to date; and 90-day community engagement events to finalize objectives. These activities will lead to the development of the final strategic plan to be presented to the Legislature for approval.



NEXT STEPS: Strategic Plan Overview:



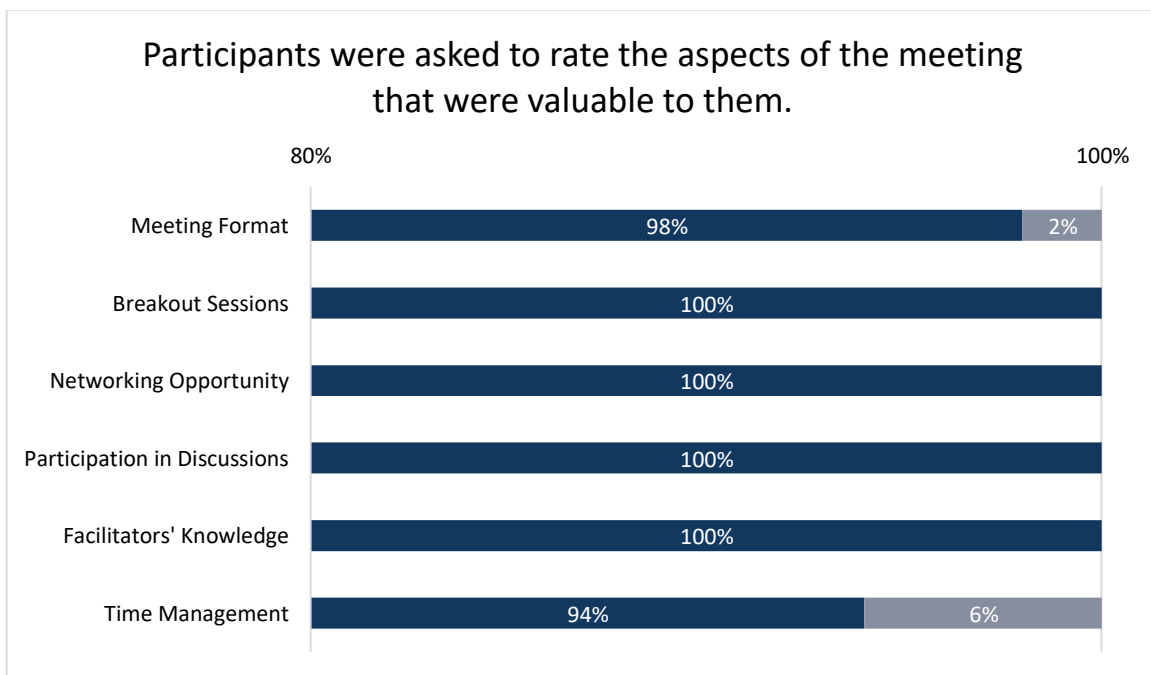
Retreat Evaluation Summary

Thirty-three participants completed an assessment form at the end of the training. This represents a 100% response rate from the retreat participants. Their comments and ratings are summarized below.

Evaluation Summary Findings

Valuable aspects of the meeting:

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



When asked to explain their responses, the participants provided the following information:

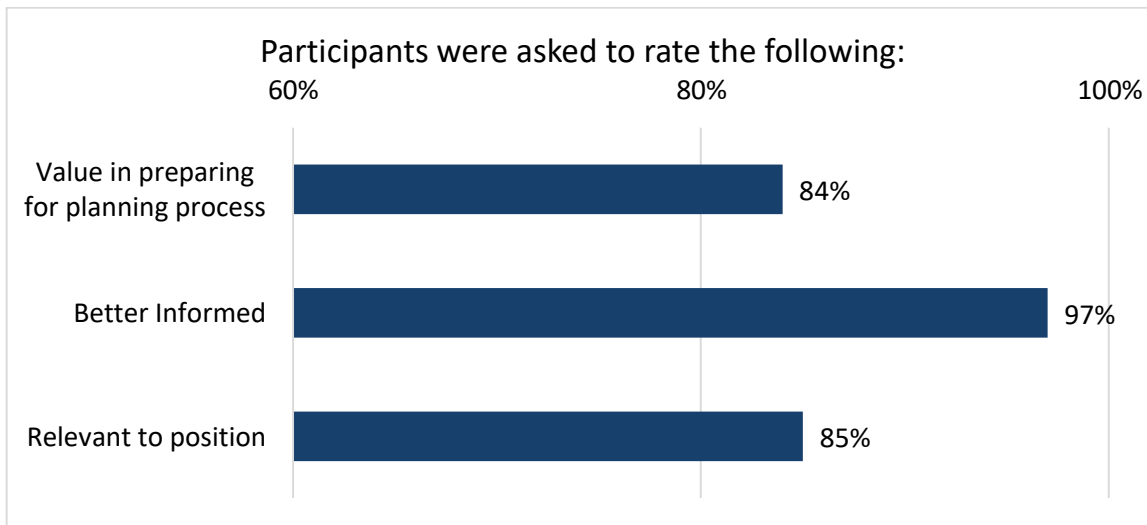
- ❖ I certainly appreciate the opportunity to be included in the Big Picture and how the court has a role in problem-solving.
- ❖ Amazing and informative training. This should be done more often to keep the ideas rolling. Removing from our work environment is great so we (Directors) are not stuck in work mode.
- ❖ We spent too much time rehashing the same ideas as a large group. The process using sticky notes would speed up the process without getting bogged down. Disagree with combining the strategic plan process with the CEW.
- ❖ The ability to adapt to the needs of the workshop.
- ❖ Clarification - the breakout and then reconvene kind of ran together and took up a lot of time. There were a lot of discussions rather than putting ideas on strengths and weaknesses together.
- ❖ I am not a touchy-feely guy, and I was concerned this would be like that. It wasn't, so thank you! The facilitator seemed interested in trying to manage time and move forward.

Responses (continued):

- ❖ The food was excellent.
- ❖ Need more time for discussions. New directors and leadership need more time for collaborating and knowledge of programming.
- ❖ "Valuable" meeting format and time management are valuable in the sense that we changed when it needed to change.
- ❖ I enjoyed the breakout sessions.
- ❖ Next time I would prefer to stay in our own time zone, the early hour for everything I felt was a disruption physically.

Satisfaction Ratings

Participants were asked to rate the meeting's overall value in helping prepare for the strategic planning process MITW is going to initiate. Their ratings were combined and averaged. 84% of participants were satisfied with the meeting's value towards the planning process. 97% of participants feel better informed on the strategic planning process because of this meeting. 85% indicated the meeting was relevant to their work.



Future Planning Meetings

The following chart reflects responses on preferred day/time for follow-up meetings:

Name		Monday	Tuesday	Wednesday	Thursday	Friday
Rebecca	Alegria			PM		
Joey	Awonohopay		AM	AM		
Stephanie	Awonohopay	AM/PM	AM/PM	AM/PM		
Gary	Besaw	PM				
Sue	Blodgett				PM	
Toni	Caldwell	PM				
Shannon	Chapman					AM/PM
Antoine	Chevalier	PM				PM

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Name		Monday	Tuesday	Wednesday	Thursday	Friday
Natasha	Chevalier					
Carol	Corn			PM		
James	Corn			PM	PM	
Lori	Corn					AM
Doug	Cox		AM			
Michelle	Frechette		AM/PM		AM/PM	
Martina	Gauthier				PM	PM
Marci	Hawpetoss	AM/PM	AM/PM			AM/PM
Meah	Hesse		AM		AM	
Franny	Kitson	AM/PM	AM/PM	AM/PM	AM/PM	
Bridget	Long	AM	AM			
Jeremy	Pyatskowit		AM/PM			
Josh	Pyatskowit		AM/PM			
Gary	Pyawasay		AM			
Maniyan	Pyawasay	AM		AM	AM	
Patricia	Peters				PM	
Keith	Tourtillott		AM/PM			
Ben	Warrington			AM		AM
Kristah	Warrington			AM		
Joyce	Wayka				AM	AM
Jerry	Waukau		AM/PM			
Sharon	Waukau		AM			
Jeff	West			PM		
Heather	Wilber			PM		
Alicia	Wilke	AM/PM		AM/PM		

When asked to provide names of other individuals to include in the planning process, their responses included:

Name	Names	Departments
Rebecca Alegria	David Grignon	Historic Preservation
Joey Awonohopay	Jennifer Gauthier	Chairwoman Language and Culture Commission
Stephanie Awonohopay	Darlene Ponfil	Finance
	Patti Duquain	Finance
	John O'Kimosh	Finance
Sue Blodgett	Lu Ann Warrington	Community Resource Center
Toni Caldwell	John Wilhelmi	Legal-Civil Division
	Scott Wilson	Legal-Criminal Division
Natasha Chevalier	Richard Warrington	Community Development-Sr. Project Mgr.
	Darryl Pyascay	Community Development/Renewable Energy
Antoine Chevalier	Regina Prey	Human Resources
	HR Generalist	Human Resources

Name	Names	Departments
Carol Corn	Mary Kramer	Family Services
	Suzanne Delaski	Family Services
Doug Cox		Housing; Mahano; Detention
Michelle Frechette	Adriana Moses	Advocacy Support-Crime Victims
Marsha Gauthier	Antone Chevalier	HR
	Chief Justice Long	Judicial
Marci Hawpetoss	Desirae Wilber	
	Briane Tepiew	
	Melissa Besaw	
	Sharon Waukau	
Meah Hesse	Roxanne Mohawk	ECS - Center Director
	Shay Sanapaw	ECS - Center Director
Bridget Long	Dawn Turney	Court Administrator
Patricia Peters	The whole department	
Jeremy Pyatskowitz	Don Reiter	Environmental Services Department
Maniyan Pyawasay	Jaime Guzman, Sr.	Conservation
	Carrie Waukau-Grignon	Conservation
Gary Pyawasay	Richard Ducane	Transit Services
	Christa Lyons	Transit Services
Kristah Warrington	Kelly Theis	Aging
Jerry Waukau	Laurie Boivin	Finance Officer
Joyce Wayka		Housing Department; Maehno Department

Productivity Tools

Participants were asked for recommendations on productivity tools that could improve the strategic planning process. They provided these recommendations:

- ❖ Place the planning and process documents on a shared drive for the group to review.
- ❖ More out of "work environment" training. Seems to work better by removing us from our elements.
- ❖ Using some of the Microsoft meeting tools to have workgroups participate and have changes happen in real-time would keep the process moving.
- ❖ Some type of software to track the progress of the strategic planning process.
- ❖ Very informative interviews and focus groups.
- ❖ Project management software that captures where in the timeline an objective is.
- ❖ Try to incorporate some type of voting on issues within the visionary areas.
- ❖ Tools for collaboration and communication.
- ❖ More long-term vision planning more often.
- ❖ Small field trips to departments.
- ❖ A lot of the feedback was negative. While it is important, it was hard to determine what was critical feedback.
- ❖ Media; Websites.

Recommendations (continued):

- ❖ Dashboard or shared documents/drives to follow the plans that are made, "opportunities follow up".
- ❖ Sorry – IDK/ No (3).
- ❖ Share the work we did this week with the community so they can see the process and share input.
- ❖ Limit microphone time.
- ❖ I like the idea of the 90-day plans.
- ❖ I think that in the future this could be a two-part event, the formulation of ideas as we did and then picking goals.

Achieving Planning Goals

Participants were asked to comment on how well they thought this meeting had prepared the Tribe to reach the strategic planning goals. Their responses included the following:

- ❖ Yes. Excellent job, Administration Staff!
- ❖ Yes, it was a good process (3).
- ❖ I'm excited to go forward.
- ❖ Great brainstorming, strong activities to put forth (2).
- ❖ Great start (3) - feel involved and prepared to share with staff.
- ❖ It was great to see the 2005 data and 2023 data collectively to determine growth and opportunities for continued planning.
- ❖ It was a good start to prepare the tribal directors to take ownership of the process.
- ❖ A lot; great discussion; a great way for all Directors to become knowledgeable about the strategic plan.
- ❖ If you haven't been exposed to the prior effort it may have been helpful. Having a clear outline of where the process is going at the end would have been more helpful. We are really updating the plan which should be a shorter process.
- ❖ Working through the "old" plan has helped us understand what "was" important to past individuals who created the existing strategic plan. We were able to hear and listen to a new way of seeing issues and problems, but also opportunities and future goals/plans to improve services and programs for a better/safer future.
- ❖ The feedback, and a different point of view from a variety of ages and values.
- ❖ The process brought us together, and integrated language and culture. We learned our SWOT in areas.
- ❖ We gathered ideas in many areas of things we can currently do well and what we need to strive for in the future to improve the governmental organization.
- ❖ It got us to think and those that are in positions to help.
- ❖ Collaboration and information sharing. Gets everyone on the same page.
- ❖ Updated the work we have done, helped us to collaborate, and align our work.
- ❖ Better prepared after listening to everyone's (Department) strengths.
- ❖ It's clear where to begin.
- ❖ Include Communications Department in work and updates.
- ❖ By bringing us together to refocus and realize the number of goals accomplished from the previous plan. The plan didn't "just sit on the shelf".

Ability to achieve planning goals (continued):

- ❖ Meet one more time to achieve these great objectives. Plan out the steps. Maybe this is done in other meetings (not sure - this is my first meeting.)
- ❖ Everything is beneficial to help our community heal and grow.
- ❖ I think it helped facilitate a group of ideas to base the planning around.
- ❖ Touched on very important issues that need to be addressed so we, as a tribe, can move forward.
- ❖ Loved discussion and future planning.

Evaluation Report Closing Comments:

As evidenced by the numerical ratings and the open-ended responses, most participants were pleased with the opportunity to be part of the retreat. The participants were willing to share ideas and think outside the box for solutions that were not limited by negative thinking or historical experiences. It will be important to bring the next level of department leadership (supervisors) up to speed on the planning process, successes, and opportunities for them to contribute to this new planning initiative.

Observations

Location

Having a location away from their offices allowed the participants to minimize distractions to fully participate in the discussions. The time zone alternating between Eastern and Central time could have created some challenges, but all participants were able to fully participate in the sessions despite this challenge. Creating the right atmosphere for the meeting was important to the coordinators, who really created an atmosphere of celebration, with table decorations, balloons, and other decorations to make it a festive environment. This attention to detail was an excellent way to set the tone for the meeting and the work that was scheduled to be accomplished during the retreat.

Participants

The atmosphere throughout the retreat was one of collaboration and shared interest in caring for the community. There were heavy topics and discussions at times, but the focus was always on making things better for MITW, Tribal members, and the broader community. With the Directors so firmly on board with the approach, and with a solid template to follow from the previous plan, this strategic planning process is off to a great start.

Recommendations for the Future

Overall, the retreat created the foundation for the 2023 strategic planning process. Participants were able to identify their opportunities to contribute to the overall planning and to be more deeply involved in where their department's services are focused. The approach to working with the community and the departments is well-defined, which will contribute to successful planning efforts moving forward. Excellent suggestions were shared on ways to incorporate technology into planning and communication, to ensure all community members have an opportunity to be part of planning for the next seven generations.