





Omaeqnomenewak

Mission

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.

Vision

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.

Value

As Omaeqnomenewak (People of the Wild Rice), we value our children, elders and each other, preserving our language, tradition, history and culture

People of the Wild Rice



Menominee Indian Tribe of Wisconsin Strategic Planning Initiative

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Menominee Indian Tribe of Wisconsin Strategic Plan

Executive Summary

In 2003 the Legislature set out to create a strategic plan for the Menominee Indian Tribe of Wisconsin, enlisting the help of the College of the Menominee Nation to develop the basic framework upon which a strategic plan would rest. Unlike department specific or issue specific plans, which often only address the short-term and narrowly focused topics, the strategic plan was intended to address the Tribe as a whole and set a unified direction for all of its various units of government. Financial assistance to complete this comprehensive planning effort was made possible by the U.S. Department of Health and Human Services – Administration for Native Americans through a 3-year grant, and overall planning logistics were carried out by the Tribe's Department of Administration.

Development of the strategic plan began in earnest in the fall of 2004, and concluded in the fall of 2007. The 153-page document that was produced represents the culmination of over 5,400 planning hours and over three year's worth of hard work performed by the Tribe's administrators, directors, and program managers, countless community members, and a four-year old dream of the Legislature that is now fully realized. This important document, in essence, performs the following:

- It provides the reader with a basic primer on strategic planning, and briefly describes the efforts the Tribe undertook to create the plan;
- It provides a brief history lesson on the Tribe, covering such topics as pre-contact history, the treaty era, Termination, and the Restoration movement;
- It creates a mission, vision and value statement that hopefully all members and employees of the Tribe can easily remember;
- It sets forth a unified mission and vision for the Tribe and its departments, and it establishes 40 goals and 129 objectives for us all to pursue in the areas of Culture, Education, Health, Economics, Social, Natural Resources, and Justice;
- It continues 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 services areas;
- It recognizes that strategic planning and implementation is not 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 provides the Legislature, workgroups, departments, and the community information they need to ensure the plan that they all helped to create will continue to operate and produce results well into the future; and
- Perhaps most importantly, it provides a snapshot of who we are today and reveals what we hope to become.

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



What is Strategic Planning?

Chicago Community



Milwaukee Community



Green Bay Community



Keshena Community

Section A

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A. What is Strategic Planning?

I. Strategic Planning Basics

Strategic planning is a complex and ongoing process of organizational change. It is oriented towards 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 in light of actual experience, 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 services 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 organizational wide planning effort.

In 2004, the Tribe was awarded a three-year grant in the amount of \$524,050 to support this endeavor from the United States Department of Health and Human Services – Administration for Native Americans. 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; and
- 🐾 **Year Three** - The implementation action plans were merged together 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.

III. Gaining Community Input

The strategic planning process included community input in 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 (see Appendix A for more details on the 2005 Community Needs Survey);
- ↓ Eight in-service trainings held with a total of 122 participants;
- ↓ Five large community meetings on and off the reservation;
- ↓ Four community meetings for elders in Keshena, Neopit and South Branch;
- ↓ One Youth Leadership Conference;
- ↓ Two Summer Youth Participants Groups;
- ↓ Two Youth Alliance Groups;
- ↓ Two Job Training Program Youth Workers;
- ↓ Eight public hearings held on and off the reservation; and
- ↓ Bridges Out of Poverty Training provided to Tribal Legislators, Directors and Managers.



Tribal members participating in the Keshena Public Hearing, photo courtesy of the Department of Administration.



Strategic Planning Community Meeting at the Menominee Casino, Bingo and Hotel, photo courtesy of Menominee Nation News.



Strategic Planning Community Meeting at the Menominee Casino, Bingo and Hotel, photo courtesy of Menominee Nation News.



Menominee History



Menominee Men



Menominee Women

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B. Menominee History

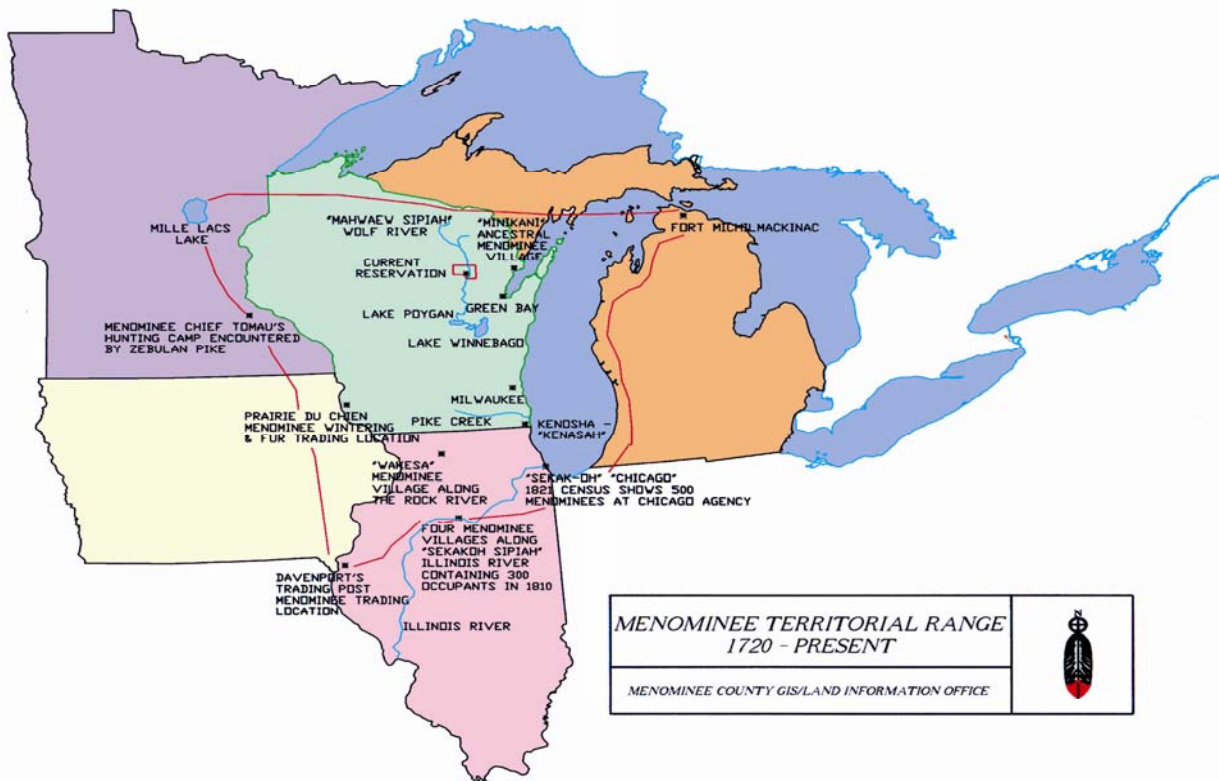
I. Introduction

Menominee history is replete with examples of uncertainty and of its future being written by others. For this reason, any meaningful discussion about plans for the future of the Tribe cannot take place without first recognizing its long and rich history.

The Menominee, an Algonquin speaking Tribe, once referred to themselves as “Kiash Matchitiwuk” or “The Ancient Ones.” Surrounding Tribes knew the Menominee Tribe as “Omaeqnomenewak,” meaning “Wild Rice People,” due to their subsistence on wild rice. It was widely believed that when the Menominee people entered a region, wild rice would soon follow. Menominee history and its connection to wild rice are important to the Tribe’s identity.

II. Menominee Creation and the Evolution of the Clan System

Menominee history began with the Menominee creation story more than 10,000 years ago. While variations of the creation story exist today, each version tells how the Menominee are indigenous to the area now known as Wisconsin. The following map, created by Menominee County and the Tribe’s Historic Preservation Department, depicts this historical range of the Menominee territory (refer to Appendix C for a larger version):



The Menominee creation story took place near the mouth of the Menominee River, where the creator transformed the five main clans from animal into human form. Each Menominee descends from the following five main clans:

- 🐻 **Bear Clan:** speakers and keeper of the law;
- 🦅 **Eagle/Thunderer Clan:** freedom and justice;
- 🐻 **Moose Clan:** community or individual security;
- 🦅 **Crane Clan:** architecture, construction and art; and
- 🐺 **Wolf Clan:** hunting and gathering.

The clan system was a mechanism for future planning; it helped the Menominee remain in balance as the Tribe carried out goals and objectives to ensure the survival of the Menominee throughout its early history.

III. Treaty Era

The Menominee treaty era resulted in seven ratified treaties and two contested treaties that were never ratified. The contested Treaties of 1821 and 1822 called for the sale of 7,580,000 acres of Menominee land to the New York Indians; these treaties were signed by unauthorized chiefs and warriors, and were never ratified by the federal government.

The following are ratified treaties that shaped the relationship of the Tribe and federal government and determined the present day Menominee reservation boundaries:

- ✿ **Treaty of Peace and Friendship** – This treaty, ratified on March 10, 1817, established a government-to-government relationship between the Tribe and the federal government.
- ✿ **Treaty of Butte des Morts** – This treaty, ratified on August 11, 1827, called for the Menominee, Winnebago, and Chippewa to identify their boundaries for future land cessions. It was also intended to settle the land issues between the Menominee and the New York Indians.
- ✿ **Stanbough's Treaty** – This treaty, negotiated in 1831 and 1832, was intended to settle land disputes with the new Tribes. In this treaty, the Menominee reluctantly ceded 2.5 million acres to the federal government, 500,000 of this acreage was given to the new Tribes.
- ✿ **Treaty of the Cedars** – This treaty, signed on September 3, 1836, ceded approximately 4 million acres to the federal government. The federal government sought to gain these lands due to the influx of emigrants to Menominee country.
- ✿ **Treaty of Lake Pow-aw-hay-kon-nay-Poygan** – This treaty, signed on October 18, 1848, ceded all remaining Menominee lands to the federal government in exchange for 600,000 acres in Minnesota. Subsequent to its passage, Menominee leaders visited Minnesota and determined the land didn't offer the resources necessary for the Menominee to survive, so the Menominee refused to relocate.
- ✿ **Treaty of the Wolf River** – This treaty, signed on May 12, 1854, established the present day Menominee Reservation and reversed the terms of the 1848 treaty. The reservation was now reduced to 12 townships, or just 276,480 acres of land.
- ✿ **Treaty of the Stockbridge Munsee** – This was the final treaty, signed on February 11, 1856, that the Tribe entered into with the federal government. In this treaty, the Tribe ceded a tract of land in the western part of the reservation for the Stockbridge-Munsee Indians to have as a home. The reservation was now reduced to 10 townships.

By the time the treaty era ended, the Menominee Tribe lost more than 10 million acres of land.

IV. Pre-Termination

The period following the treaty era was marked by success and accomplishment. The following events represent only a fraction of the Tribe's successes, the Menominee:

- 🕯 Collectively refused to sell any portion of their lands;
- 🕯 Gained supervision over the management of its forest;
- 🕯 Constructed a sawmill and manufacturing plant for lumber and timber products; and
- 🕯 Stabilized the Tribal economy through diversification.

In 1871, Congress passed an act permitting the sale of Menominee lands upon the consent of the Tribal council. This was billed as an economic opportunity, but the Tribe viewed it otherwise. Timber had become a vibrant part of the national economy and non-Menominee were interested in natural resources on the reservation. The Tribe took a unified stand against the sale of lands in order to maintain its land base.

The Tribe influenced Congress to pass the LaFollette Bill in 1908. This act authorized the construction of a saw mill and manufacturing plant (Menominee Indian Mills) on the reservation. It established a selective logging system based on a sustained yield practice, meaning that no more logs could be cut than were grown in a single year. The Tribe was also required to develop a sound forest management plan. The federal government was responsible for ensuring that the sustained yield management practices were being followed.

The Tribe's sustained yield practices proved to be environmentally responsible and profitable. Menominee Indian Mills stabilized the Tribal economy and contributed to an annual budget of \$520,714. This assisted the Tribe in successfully maintaining a hospital, trade school, police force and justice system, while the federal government only provided \$144,000 in annual aid to the Tribe.

Beginning in 1931 the Tribe filed a series of lawsuits against the federal government for its failure to comply with the requirements of the 1908 act; mainly, its failure to properly manage the Tribe's forest. Following years of litigation, in 1951 the Tribe was awarded an \$8.5 million settlement against the federal government for its mismanagement claims. Although the settlement was initially hailed as a success, it actually signaled the start of one of the darkest chapters in Menominee history.

V. Termination

At about the same time the Tribe received its settlement, the attitude in the Congress towards Indian Tribes shifted dramatically beginning with the passage of Public Law 280. This federal legislation removed criminal jurisdiction over Indians from Tribes to the States. It was the first in a series of misguided policies to end Tribal sovereignty and culminated with the enactment of federal legislation designed to terminate federal recognition of Indian Tribes.

The Menominee were among the first Tribes targeted for termination due to its relative economic success. Although a bill terminating the Tribe probably would have passed without the Tribe's consent, the Congress used the Tribal membership's desire for a per capita payment out of the 1951 settlement as leverage to gain the consent of a small minority of the Tribe. Consequently, when the Tribe sought congressional legislation to approve distribution of a \$1,500 per-capita payment to each of its 3,270 Tribal members, the Congress attached a clause for termination unbeknownst to the Tribe. This legislation was signed into law on June 17, 1954 by President Eisenhower.

As a result of the Menominee Termination Act, the Tribe's lands that were held in trust were transferred into private ownership in the name of Menominee Enterprises Inc. (MEI). Additionally, the Tribe lost its right to self-governance, and the Tribe's members ceased to be eligible for many services provided by the federal government to Indians. Other deleterious effects included the following:

- ✦ A once thriving hospital, law enforcement center and power plant were closed;
- ✦ MEI and the Tribe's members were subject to Wisconsin's civil and criminal laws, including state taxation; and
- ✦ Portions of the Tribe's land base were sold by MEI through the "Lakes of Menominee Project" to pay property taxes.

Although many of the Tribe's members believed termination brought with it potentially serious consequences, its actual affects were far worse. Not only had the Tribe lost its right to govern itself, it was beginning to lose its natural resources and many feared that it was losing its cultural identity. This growing sentiment led several Menominee to form a grassroots movement aimed at restoring the Tribe's federal recognition.

The sale of Menominee lands prompted the formation of a grassroots group known as Determination of Rights and Unity for Menominee Shareholders (DRUMS). DRUMS protested the mechanisms of termination and renewed a sense of the Tribe's political and cultural identity. Seven DRUMS members were elected to the MEI board and by gaining the majority vote they were successful in stopping the sale of lands. This was the first in a series of events that paved the way to restoration.

DRUMS organized a "Menominee March for Justice" that began in Keshena and ended two-hundred and twenty miles later at the State Capital in Madison. This demonstration increased awareness of the Menominee struggle with termination and the negative impacts of termination. The Menominee restoration efforts gained the attention of Wisconsin Governor Lucey who invited members of DRUMS to discuss potential restoration legislation.

VI. Restoration

DRUMS, Native American Rights Fund, and Wisconsin Judicare helped draft the Menominee Restoration Bill. The restoration bill emphasized self-determination in addition to restoration. Many Menominee were reluctant to reinstate the paternalistic relationship that existed between the Tribe and the federal government prior to termination. It was argued that self-determination must be explicitly stated in the proposed provisions of the restoration bill to include:

- ✦ Federal recognition of all Menominee as Indians eligible for federal governmental services and benefits;
- ✦ Re-opening of the Tribal rolls;
- ✦ Restoration of tribal lands to federal trust status;
- ✦ Purchasing lands sold during termination;
- ✦ Compensation to the Tribe for damages caused by termination;
- ✦ Creation of an economic development program on the reservation; and
- ✦ Paving the way to retrocession of criminal jurisdiction from the State to the Tribe, which was lost with the passage of Public Law 280.

Following an unsuccessful attempt by Congressman David Obey (D) to restore the Tribe, Wisconsin Senators William Proxmire (D) and Gaylord Nelson (D), along with Wisconsin Congressman Harold Froehlich (R), introduced the Menominee Restoration Bill on behalf of the Tribe. Although support for restoration was not unanimous, a significant number of supporters advanced the restoration effort. Menominee delegations showed their overwhelming support at public hearings in Keshena and in Washington D.C.

Support for restoration did not rise from the State of Wisconsin and the Tribe alone, national Indian organizations and other Tribes also pressed for restoration. Indian activism on a national level had successfully pressured Congress to re-examine its existing federal Indian policies. Consequently, restoration and self-determination became a goal for the Nixon Administration. President Richard Nixon signed the Menominee Restoration Act into law on December 22, 1973.

Restoration provided for the Tribe's federal recognition as a sovereign Indian nation and returned the Tribe's assets to federal trust status. The restoration bill also required the election of a nine member Menominee Restoration Committee (MRC) by the Tribal membership. MRC was charged with managing Menominee affairs until the adoption of a tribal constitution and bylaws and the installation of a new government. MRC was responsible for the following:

- ↓ Receiving grants and entering into contracts with various agencies;
- ↓ Making the Tribal roll current in accordance with the act;
- ↓ Drafting the Tribe's constitution and bylaws; and
- ↓ Conducting the election of the first Menominee Tribal Legislature.

VII. Constitution and Bylaws of the Tribe

"We, the members of the Menominee Indian Tribe of Wisconsin, being a sovereign nation, in order to organize for the common good, to govern ourselves under our own laws and customs, to maintain and foster our tribal culture, to protect our homeland and to conserve and develop its natural resources, and to insure our rights guaranteed by treaty with the Federal Government, do establish and adopt the following Articles and Bylaws of this Constitution and Bylaws for the government, protection, and common welfare of the Menominee Indian Tribe of Wisconsin and its members" – Preamble to the Menominee Constitution and Bylaws

The Tribe adopted the Constitution and Bylaws of the Menominee Indian Tribe of Wisconsin in 1976. The Tribe's constitution and bylaws establish the governmental structure consisting of legislative and judicial branches. The legislative branch has the power to enforce and make laws within the limitations imposed by the Tribe's Constitution and Bylaws. Legislative powers also include, among other things, the following:

- ☛ Seeking legal counsel subject to the approval of the Secretary of the Interior;
- ☛ Protecting the land and other Tribal assets;
- ☛ Negotiating with federal, state and local governments;
- ☛ Adopting laws of a general and permanent nature; and
- ☛ Electing officers among its membership.

The Tribal Judiciary is a separate but equal branch of government consisting of a Lower Court, Supreme Court and the Election Commission. The Tribal court system has jurisdiction over all Native Americans within the exterior boundaries of the Menominee Indian Reservation. Powers of the Tribal Judiciary include the following:

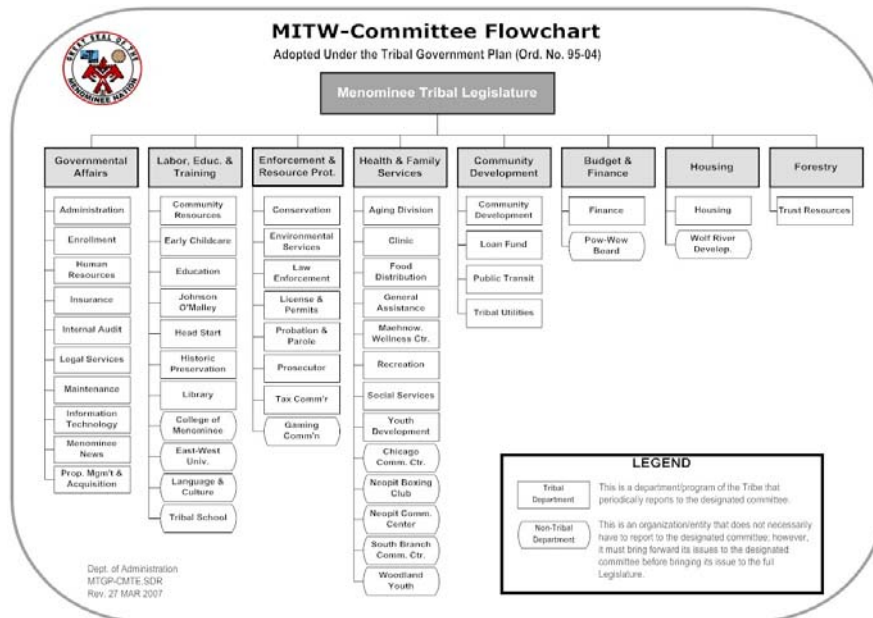
- 🔦 Jurisdiction over civil and criminal matters;
- 🔦 Interpreting the constitution and bylaws and ordinances of the Tribe; and
- 🔦 Enforcing election laws.

The constitution also designates the Menominee Tribal Enterprises (MTE) as the principle business arm of the Tribe. In this capacity, MTE is responsible for:

- 🔦 Managing the Tribal forest lands;
- 🔦 Operating the Tribe’s sawmill operations; and
- 🔦 Operating subsidiary businesses that are within its scope of authority.

VIII. Committee Structure of the Tribe

The Legislature receives recommendations, advisory assistance, and investigatory assistance through several Legislative committees. These committees are comprised of Legislative members, Tribal members and representatives from various departments and agencies. Committee members are appointed by the Chairperson of the Legislature, subject to the approval of the Legislature and in accordance with rules of procedure of the Legislature. The current Legislative committee structure appears as follows (refer to Appendix D for a larger version):



In addition to the Legislative committees, the Tribe has many other non-Legislative committees to assist the Legislature and management in the administration of government. They include:

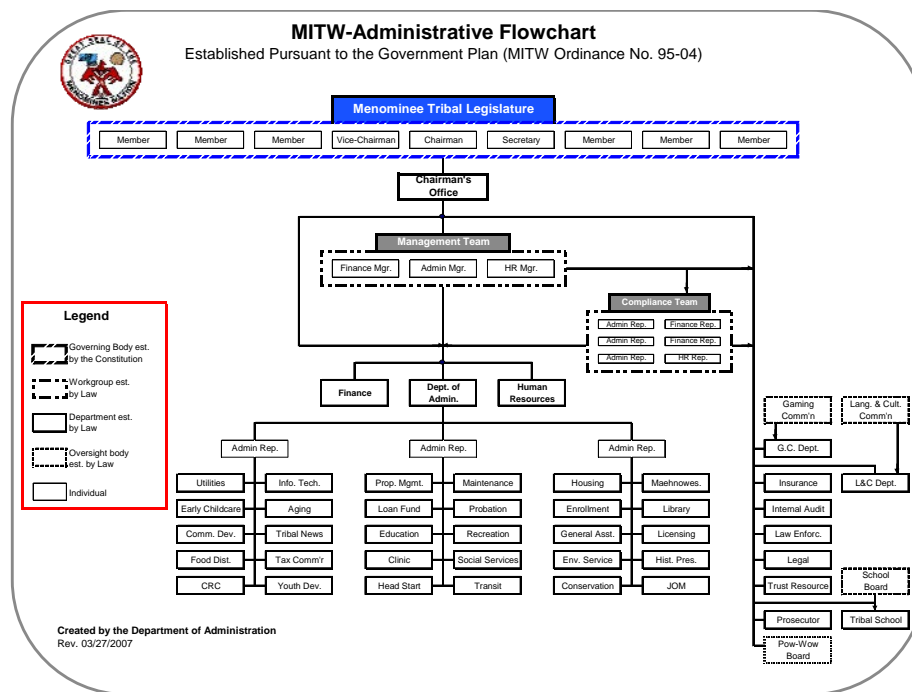
- ✦ **Constitutionally Required Committees** – These committees include the Election Commission, Enrollment Committee, and Community Committees, whose membership requirements and responsibilities are defined in the Constitution;
- ✦ **Internal Committees** – These committees include the Management Team, Compliance Team, and Bid Review Team, which help provide guidance and recommendations in governmental functions;
- ✦ **Ad-Hoc and Taskforce Committees** – These committees are temporary or project specific, and include the Menominee Tribal Legislature – Menominee County Taskforce, Menominee Tribal Legislature – Menominee Tribal Enterprises Taskforce, and the Menominee Tribal Legislature – Menominee Indian School District Taskforce;
- ✦ **Commissions and Boards** – These bodies are focused on providing oversight and supervision of designated areas, and include the Gaming Commission, Commission on Aging, Language and Culture Commission, Menominee Tribal School Board, and others; and
- ✦ **Federal and State Committees** – These committees are required by federal and state funding agencies, and include the Johnson O'Malley Committee, Head Start Policy Council, and others.

IX. Administrative Structure

In 1979 the Tribe operated twelve programs that were supported by \$231,000 in Tribal funds. These twelve programs consisted of various constitutionally required programs, such as the Chairman's Office, Judiciary, Law Enforcement, and other programs providing core governmental services.

Since 1979, the Tribe has dramatically increased the quality and level of services to its membership with the addition of local and intergovernmental revenues. On the local front, the Tribe developed its revenue base through the addition of various fines, fees, taxes, and most notably, gaming. The Tribe is able to secure more federal and state dollars because of its ability to demonstrate quality services and management.

Today the Tribe is comprised of over forty departments collectively encompassing more than three hundred grants and contracts. There are more than seven hundred individuals employed by the Tribe. The Tribal Government Plan, which was adopted by Ordinance No. 95-04, provides the foundation for government operations. The following flowchart depicts the current administrative structure of the Tribe (refer to Appendix E for a larger version):



This administrative structure provides for accountability and management of the Tribe's departments. While it identifies services and supportive resources, it also demonstrates interdependence. As the organization grows, this structure and the relationships become increasingly complex.

The Tribe's structure is continually growing and the Legislature recognizes that a strategic plan is needed to manage and plan its continued growth. To achieve this, culture, education, health, economic, justice, social, and natural resources have been identified as target areas with specific goals and objectives incorporated in this plan.

X. Demographic Profile

The Menominee Indian Reservation is located in Central Wisconsin and is approximately 45 miles northwest of the City of Green Bay. The reservation and Menominee County borders are almost identical with the exception of the Middle Village area, which is located in Shawano County in the Town of Red Springs. The reservation encompasses 235,523 acres, most of which is heavily forested lands, representing the largest tract of virgin timberland in Wisconsin. Four rivers flow through the reservation that includes: the Evergreen, the Oconto, the Red, and the Wolf. The Wolf River is the main river traversing the reservation, and is designated as a component to the national wild scenic rivers system through the “Wild and Scenic River Act.”

The following are some notable demographics relating to life on the Menominee Indian Reservation:

- ✦ **Mortality Rates** – The average mortality rates for Menominee County from 1999 – 2006 was 37; in 2006, 27 deaths occurred in which the leading cause of death was cancer, followed by heart disease.
- ✦ **Birth Rates** – The average birth rate from 1999-2006 was 97.5; in 2006, the birthrate was at its highest since 1999 with 116 births.
- ✦ **Graduation Rates** – The graduation rate at the Menominee Indian High School was 73.9% in the academic year of 2005 – 2006.
- ✦ **Median Household Income** – According to the 2000 Census, the median household income for families in Menominee County was \$29,440, while the median household income for families living on tribal trust lands alone was \$26,923; meanwhile, the average household income for families living in the State of Wisconsin was \$43,791.
- ✦ **Unemployment Rates** – The average unemployment rate in Menominee County from 1999 – 2006 was 9.79%.
- ✦ **Poverty** – In 1999, 263 or 24.8% of families residing in Menominee County had an income below the poverty level (\$16,895). Based on these numbers 1 in every 2 children under the age of 6 live below the poverty level.
- ✦ **Residency** – From 1999 – 2006 there was an increase of 24.9% of people living in Menominee County, that is 967 people.
- ✦ **Enrollment** – As of September 6, 2007, there were a total of 8,406 enrolled Tribal members and 1,116 descendants; the current population and residency of enrolled tribal members is broken down by age and gender below:

AGE OF POPULATION			
	Male	Female	Total
0-17 Years	973	906	1879
18 + Years	3128	3399	6527
Total	4101	4305	8406
<i>Source: Menominee Tribal Enrollment</i>			

RESIDENCY OF POPULATION			
	Male	Female	Total
On-Reservation	2138	2067	4205
Off-Reservation	1959	2237	4196
Unlisted Zip Codes	--	--	5
Total	--	--	8406
<i>Source: Menominee Tribal Enrollment</i>			

This data was compiled from information provided by or contained in the Tribal Enrollment Department, Menominee County UW-Extension Office, the 2000 U.S. Census, and the Menominee Facts and Figures Handbook (3rd Edition). For more demographic information on the Menominee Indian Tribe, please refer to the Menominee Facts and Figures (3rd Edition), which is maintained by the Department of Administration.



Mission, Vision, & Values

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.

Section C

- I. History of Mission & Vision...C-1
- II. Mission StatementC-1
- III. Vision StatementC-1
- IV. Value StatementC-1
- V. Goals & Objectives.....C-1

C. Mission and Vision: From Conception to Creation

I. History of the Tribe's Mission and Vision Statements

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, vision and following vision areas: culture, education, economic, health, justice (consolidating the Legislature's original target areas of law enforcement, judiciary, and jurisdiction and sovereignty), social, and natural resources. The mission and vision statements underwent significant revisions.

II. 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.

III. 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.

IV. 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.

V. 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.



Post Planning Review & Performance

2005 Menominee Legislature



2006 Menominee Legislature



2007 Menominee Legislature



Section D

Post Planning Review
And Performance.....D-1

D. Post-Planning Review and Performance

The following tabular summary reveals the approaches the community, Legislature, workgroups, management, and directors will use to implement, monitor, budget for, and evaluate the performance of departments as it progresses through the strategic plan:

	Community	Legislature	Workgroups	Management	Directors
IMPLEMENTATION	<ul style="list-style-type: none"> Attend as many meetings as you can concerning the strategic plan 	<ul style="list-style-type: none"> Promote all areas of the strategic plan Communication with community regarding progress and input 	<ul style="list-style-type: none"> Meet at least once each quarter or more frequently if needed Utilize tools/methods developed by management Assessment of the resources needed to carry out the goals and objectives 	<ul style="list-style-type: none"> Distribute approved plan to all departments Coordinate workgroup meetings and facilitate meetings when requested Provide training and education to workgroup members and community members when requested Develop tools for the workgroups to incorporate into the implementation process Conduct gap analyses 	<ul style="list-style-type: none"> Attend all workgroup and directors meetings Provide monthly updates to staff on the organization and department's achievement towards the goals and objectives described in the strategic plan Involve all staff in the strategic planning process Conduct internal gap analyses and aligning departmental goals and objectives to the strategic plan Define service area (i.e. identify the target population that the department can provide service to, subject to funding, law, or other restrictions) Provide bulletins, brochures, or other types of outreach to the community about the work they are performing under the strategic plan Complementary plans will align department activities to the strategic plan

MONITORING	Community	Legislature	Workgroups	Management	Directors
	<ul style="list-style-type: none"> Visit the Tribe's website and read the Tribal newspaper to keep informed Attend workgroup meetings 	<ul style="list-style-type: none"> Review annual report Legislative committee oversight 	<ul style="list-style-type: none"> Monitor group and individual performance 	<ul style="list-style-type: none"> Monitor workgroup performance, and provide technical assistance Monitor implementation of the strategic plan Provide periodic reports to the workgroups, directors, Legislature, and community on the progress of the strategic plan 	<ul style="list-style-type: none"> Peer review Regular reporting results of the work they have performed to the workgroups
EVALUATING	Community	Legislature	Workgroups	Management	Directors
	<ul style="list-style-type: none"> Ask elected and public officials questions about the strategic plan, and progress made to date Submit suggestions and provide feedback whenever possible 	<ul style="list-style-type: none"> Report at quarterly community meetings on updates or revisions on goals and objectives 	<ul style="list-style-type: none"> Collaborate on revisions to the goals and objectives Provide individual members of the workgroup with feedback on progress each has made Modify goals and objectives when necessary 	<ul style="list-style-type: none"> Establish process that measures workgroup performance and progress on goals and objectives 	<ul style="list-style-type: none"> Report individual progress, discuss challenges and modify goals and objectives through workgroup meetings
BUDGETING	Community	Legislature	Workgroups	Management	Directors
		<ul style="list-style-type: none"> Lobby federal, state and local officials when necessary Support the goals, objectives and activities described in the plan 		<ul style="list-style-type: none"> Develop tools for Tribal budget application process for directors to incorporate into the budget process Develop, maintain, and adjust, as appropriate, the budget process to ensure that it is aligned to the goals and objectives of the strategic plan Align all grant writing endeavors with strategic planning initiatives 	<ul style="list-style-type: none"> One year to re-align fiscal budget to support their roles in the strategic plan Designated departments will identify the resources necessary to fulfill their responsibilities under the goals and objectives Identify current resources used to carry out goals and objectives
REVISIONS	Community	Legislature	Workgroups	Management	Directors
	<ul style="list-style-type: none"> Attend annual General Council meetings to hear updates 	<ul style="list-style-type: none"> Review and approve revisions Provide updates at annual General Council meeting 	<ul style="list-style-type: none"> Amend goals and objectives as needed 	<ul style="list-style-type: none"> Incorporate revisions provided by the workgroups and forward to the Legislature for approval 	<ul style="list-style-type: none"> Incorporate revisions upon approval



Veterans of Menominee Nation attending the Annual General Council Meeting, photo courtesy of Menominee Nation News.



Tribal leaders participate in the Bridges Out of Poverty training, photo courtesy of Menominee Nation News.



Culture

Menominee Sugar Camp



Culture Camp Hand Drum Making



Annual Menominee Contest Pow Wow



Historic Menominee Pageant

Section E

- I. Community Survey E-1
- II. Workgroup E-1
- III. Specific Programs E-2
- IV. SWOT Analysis E-3
- V. Goals and Objectives ... E-4
- VI. Responsible Parties.... E-11

E. Culture

I. Community Survey

The Community Survey asked respondents a total of six questions regarding their perceptions on how well the Tribe, its programs, and its members promoted Menominee culture or incorporated that culture into its everyday lives. The survey results revealed the following notable highlights:

- 📌 16% on-reservation and 14% off-reservation respondents feel they are very familiar with Menominee culture;
- 📌 06% on-reservation and 02% off-reservation respondents feel they are very familiar with Menominee language;
- 📌 64% on-reservation and 80% off-reservation respondents feel it is important to educate tribal members in traditional language and culture; and
- 📌 66% on-reservation and 42% off-reservation respondents feel they know who to contact to get the information they need.

FACT:

43% percent of on and off-reservation community survey respondents participate in traditional ceremonies. – 2005 Community Needs Survey

For more information concerning the survey results refer to Appendix A.

II. Workgroup

A workgroup comprised of twenty professionals and community members was assembled to evaluate the community survey results, identify and address problems and their underlying causes, identify programs that directly address this concern area, and design strategies aimed at enhancing the Tribe's response in this area. The workgroup consisted of the following:

- | | |
|--|---|
| 📌 Christopher Caldwell, Trust Resources Compliance Officer | 📌 Gary Pyawasay, Administrative Services Officer |
| 📌 Doug Cox, Menominee Tribal Enterprises Ecologist | 📌 Robert Tucker, Tribal School Administrator |
| 📌 Yvette Ducane, Enrollment Director | 📌 Regina Washinawatok, Menominee Indian School District |
| 📌 Jennifer Gauthier, Administrative Services Officer | 📌 Jerry Waukau, Clinic Administrator |
| 📌 David 'Nahwahquaw' Grignon, Historic Preservation Director | 📌 Mark Waukau, Menominee Tribal Police Chief |
| 📌 Gaynelle Hawpetoss, former Enrollment Director | 📌 Wendell Waukau, Menominee Indian School District Superintendent |
| 📌 Mary James, former Land Use Planner | 📌 Marlin Waupoose, Maintenance Director |
| 📌 Brian Kowalkowski, University of Wisconsin Extension | 📌 Rose Wayka, Language and Culture Commission Director |
| 📌 Dr. Diana Morris, College of Menominee Nation | 📌 Jeremy Weso, Administrative Manager |
| 📌 Dr. Donna Powless, College of Menominee Nation | 📌 Annette Westphal, Administrative Services Officer |

The workgroup met as frequently as twice a month and as infrequently as once a month for over a year. The meetings were open to the public and notices were published in the Menominee Nation News, announced at community meetings, and through broadcast emails.

III. Programs with Specific Emphasis on Culture

Although the workgroup recognized that all departments and programs operated by the Tribe have a vested interest in the promotion of Menominee Culture, the workgroup identified the following Tribal programs as resources due to their knowledge about Menominee culture, their program emphasis on Menominee culture, and/or their responsibilities as designated by Tribal law:

- ❖ **Historic Preservation** – The department is responsible for identifying and registering properties of historic, archeological, or anthropological importance to the Tribe, and funding and operating a museum and Logging Camp.
- ❖ **Language and Culture Department/Commission** – The commission was created by the Menominee Language and Culture Code, Ordinance No. 96-22. The commission is charged with the responsibility of promoting, protecting, preserving and enhancing Menominee language, culture and traditions.

“There are only a handful of native speakers that we can utilize; we need to get young people trained so they can become fluent in the language or perpetuate our language”. – David ‘Nahwahquaw’ Grignon



Menominee Culture Camp, photo courtesy of Historic Preservation.



Menominee “Scrub” Dancers, photo courtesy of Menominee Nation News.



Traditional Menominee Dancers, photo courtesy of Historic Preservation.

IV. SWOT Analysis

The workgroup identified the Tribe's overall Strengths, Weaknesses, Opportunities and Threats, utilizing what is typically known as a SWOT Analysis. The workgroup's SWOT Analysis appears as follows:

STRENGTHS

- Recognized by the U.S. Government as being Menominee
- Menominee Language and Culture Commission
- Historic Preservation Officer
- Menominee Language and Culture Code
- Cultural Resource Management Plan
- Cultural/Logging Museum
- Clan structure - ability to provide naming ceremonies
- Menominee Big Drum ceremonies
- Language immersion sessions
- Repatriation of Menominee ancestors
- Sweat lodge
- Preservation of natural resources
- Language within the schools
- Interest by members in learning the culture and language
- Traditional activities: Wild Rice Harvest, Roundhouse, Sturgeon Feast, Maple Sugar Harvest, Menominee Culture Camp, Teaching Lodge
- Pow-Wows: Contest, Veteran's, Elders, Sobriety, Head Start, etc.

WEAKNESSES

- Everything driven by funding
- Language teachers not being paid the same as other teachers
- Non-standardized curriculum
- Coordination of activities
- Commitment to maintaining language and culture at all levels
- Duplication of services
- Lack of cultural awareness
- Lack of language program
- Minimal community involvement in cultural activities
- Lack of inventory of educational materials
- Inconsistency of teaching

OPPORTUNITIES

- Assure existence of Menominee language and culture
- Collaboration of programs
- Partnerships/agreements
- Elevation of skills and abilities of teachers
- Increase in pride of traditional heritage
- Increase self-esteem
- Revenue generated by tourism at Museum
- Preservation of artifacts, photographs, and documents
- Internships/apprenticeships
- Eco-tourism projects
- Chief Oshkosh trial re-enactment
- Native American Graves and Repatriation Act

THREATS

- Only a handful of generational speakers
- Treaties/Sovereignty
- Lack of understanding the culture of being Menominee
- Loss of existence
- Certified language teachers
- Non-standardized system of collaboration
- Funding
- Acceptance of Alcohol, Tobacco and Drugs

V. Goals and Objectives

In the Culture Service Area the workgroup developed four goals and eighteen objectives. These goals include the following:

- 🔦 **Goal 1** – Gap Analysis
- 🔦 **Goal 2** – Establish a Standardized Menominee Language and Culture Curriculum Pre K-16
- 🔦 **Goal 3** – Construct a Menominee Tribal Cultural Center
- 🔦 **Goal 4** – Increase and Improve Culture Education Awareness

Through the evaluation and monitoring process, goals may be modified or new goals may be added with the approval of the Legislature. You can find more details in the tabular summaries provided in the next pages of this section. The tabular summary highlights the objectives of each goal and includes details such as:

- 🔦 **Inputs/Resources** – The workgroup identified the resources available to begin to carry out the goal's objectives.
- 🔦 **Outputs/Activities** – The workgroup identified activities necessary for Tribal departments and/or partners to work toward the completion of the goal's objectives.
- 🔦 **Outcomes/Results** – The workgroup identified the intended results of the program activities that complete the goal's objectives and ultimately work toward completing the specific goal.
- 🔦 **Baseline Data** – The workgroup identified documents and statistical information that may be used to support the implementation of the objective.
- 🔦 **Timelines** – The workgroup established timelines for the completion of the objectives; in most cases it was determined by the workgroup that progress will be reviewed on an annual basis.



Menominee Grass Dancer at the Annual Contest Pow-wow, photo courtesy of Menominee Nation News.

Culture Goal 1: Gap Analysis				
Categories	Objectives			
	Objective 1 Gap analysis	Objective 2 Consolidate, catalog and unify organizational resources	Objective 3 Consolidate, catalog and standardize cultural educational materials	Objective 4 Increase present levels of Menominee language fluency and knowledge of culture
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Identified funding sources: foundation monies, Flying Eagle Woman Fund, University of Wisconsin Madison Linguistics, and University of Arizona Indigenous Language Institute. 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Elders 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Beginner/ Intermediate CD language tapes • History Guide • Sesquicentennial Book 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Other educational institutions • Speakers
Outputs/ Activities	<ul style="list-style-type: none"> • Research • Complete inventory and identification of the following resources: <ul style="list-style-type: none"> ○ Funding, human, physical and environmental ○ All ordinances and/or policies impacting culture ○ Menominee artifacts ○ Sacred objects of cultural patrimony ○ Human remains and associated funerary objects 	<ul style="list-style-type: none"> • Gap analysis of existing organizational resources 	<ul style="list-style-type: none"> • Gap analysis of existing cultural educational materials 	<ul style="list-style-type: none"> • Conduct research to determine the ability levels of current Menominee language and cultural knowledge
Outcomes/ Results	<ul style="list-style-type: none"> • Increase and expand funding opportunities based upon collaboration of programs • Additional resources to provide more services • Seek and submit funding proposals • Maximize use of resources and reduce duplication • Increased knowledge of programs and public understanding of policy and initiative 	<ul style="list-style-type: none"> • Possible redesign of programs • Increased effectiveness of programs and delivery 	<ul style="list-style-type: none"> • Expand and enhance current materials • Increased educational materials available • Standardized curriculum 	<ul style="list-style-type: none"> • Assessment of current status of language, number of fluent speakers and levels of speakers
Baseline Data	<ul style="list-style-type: none"> • The following plans: Land Use, Economic Development, Cultural Resource Management, Forest Management, and Recreation Plans. • Menominee Language and Culture Code 	<ul style="list-style-type: none"> • Survey results (e.g. recreation, strategic plan community survey, facts and figures handbook) 	<ul style="list-style-type: none"> • No standardized curriculum 	<ul style="list-style-type: none"> • Inventory of list of fluent and secondary speakers • ANA language Preservation grant- Results Survey
Timeline	• To be determined	• To be determined	• To be determined	• To be determined

Culture Goal 2: Establish a Standardized Menominee Language and Culture Curriculum Pre K-16

Categories	Objectives			
	Objective 1 Define what Menominee culture means	Objective 2 Create a uniform language and culture curriculum to be approved and published by the Language and Culture Commission	Objective 3 Implement curriculum in educational institutions on the Reservation	Objective 4 Increase the level of language and culture education
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Elders • Community • History, traditions, customs, and practices 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Other educational institutions • Language tapes and videos 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Other educational institutions
Outputs/ Activities	<ul style="list-style-type: none"> • Research/review historical documents, oral traditions regarding values, customs, and traditions • Obtain grant funding 	<ul style="list-style-type: none"> • Form team to develop curriculum outline • Develop each instructional unit from outline • Completion of Menominee language dictionary for the development of teaching materials • Develop MLCC/ Department of Public Instruction certified education program for language and culture teachers • Create Immersion Opportunities 	<ul style="list-style-type: none"> • Partnerships, agreements, etc. for each institution to accept 	<ul style="list-style-type: none"> • Obtain grant funding • Establish immersion camps • Provide recreational activities that promote language and culture • More visible written language
Outcomes/ Results	<ul style="list-style-type: none"> • Better understanding of culture • Increased knowledge of culture • Curriculum developer 	<ul style="list-style-type: none"> • Present final document to Menominee Language and Culture Commission for approval, and forward to MTL for approval • Resource materials and classroom training • Plan for Menominee language and culture within the organizations and schools to enhance fluency • Standardized curriculum <ul style="list-style-type: none"> ○ Acquire teaching skills, equal pay for language and culture teachers, preservation of talents (arts and crafts, language competency, recertification, and lesson planning) 	<ul style="list-style-type: none"> • Age appropriate language and culture instruction • Revitalize Menominee language and culture 	<ul style="list-style-type: none"> • Increase in self-esteem • Instill pride in heritage • Improved social behavior • Increase in level of language and culture education
Baseline Data	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Other surveys 	<ul style="list-style-type: none"> • No Curriculum 	<ul style="list-style-type: none"> • Pre and Post curriculum analysis 	<ul style="list-style-type: none"> • Number of current speakers
Timeline	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined

Culture Goal 2 (Cont...)				
Categories	Objectives			
	Objective 5	Objective 6		
	Create course work curriculum leading to an Associate's Degree in Menominee language and culture	Infuse language into all activities		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Other educational institutions 		
Outputs/ Activities	<ul style="list-style-type: none"> • Research existing language programs and design a program tailored to Menominee language and culture • Develop partnerships, agreements, etc. for each institution • Promotional activities designed to encourage enrollment 	<ul style="list-style-type: none"> • Develop Menominee language-only activities • Language awareness through print media • Produce bilingual material 		
Outcomes/ Results	<ul style="list-style-type: none"> • Curriculum for Associate's degree program • Articulation agreements 	<ul style="list-style-type: none"> • Greater knowledge of Menominee Language • Increased use of Menominee Language within community 		
Baseline Data	<ul style="list-style-type: none"> • No current higher education program that teaches Menominee language and culture 	<ul style="list-style-type: none"> • Minimal language usage in current activities 		
Timeline	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 		

Culture Goal 3: Construct a Menominee Tribal Cultural Center				
Categories	Objectives			
	Objective 1 Coordinate efforts and resources for expansion of Cultural Center	Objective 2 Fund and construct facility	Objective 3 Create immersion opportunities	
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Other educational institutions • Indian Community Development Block Grant 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Other educational institutions • Indian Community Development Block Grant 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Other educational institutions 	
Outputs/ Activities	<ul style="list-style-type: none"> • Review findings from Goal One – Gap analysis • Identify expansion projects and associated costs • Identify partners throughout the community who are able to assist with the projects 	<ul style="list-style-type: none"> • Apply for grants to help construct the facility • Fundraising • Marketing • Architectural design work • Environmental Assessment • Develop construction request for proposals • Enter into a construction contract • Construct facility 	<ul style="list-style-type: none"> • Involvement and support throughout all levels of the organization • Develop a plan to enhance Menominee language and culture within the organization and school environments 	
Outcomes/ Results	<ul style="list-style-type: none"> • Maximize use of resources and reduce duplication • Construction and expansion of a cultural center 	<ul style="list-style-type: none"> • A centralized facility dedicated to the preservation and revitalization of Menominee Language and Culture • Provide a central location for community to gather to share knowledge and language • Centralize, protect, and preserve historical artifacts and documents • Instill a sense of community pride 	<ul style="list-style-type: none"> • Immersion plan • More fluent speakers • Preservation of culture • Increased community awareness and involvement • Language and culture embedded into daily conversation and activities 	
Baseline Data	<ul style="list-style-type: none"> • Non-integration of efforts 	<ul style="list-style-type: none"> • No centralized location for storage and display of artifacts and other cultural objects • Limited ability to repatriate Menominee artifacts and cultural objects 	<ul style="list-style-type: none"> • Limited immersion opportunities 	
Timeline	• To be determined	• To be determined	• To be determined	

Culture Goal 4: Increase and Improve Culture Educational Awareness				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	Objective 4
	Obtain elder involvement in cultural programming	Provide information to public programs regarding policies and initiatives	Increase awareness and knowledge of Menominee history and culture in outside communities	Update the present levels of Menominee language fluency and knowledge of culture
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Commission on Aging • Health and Family Services Committee • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Other educational institutions • Fluent speakers • Past Administration for Native Americans grant work
Outputs/ Activities	<ul style="list-style-type: none"> • Develop partnerships with organizations and agencies to establish volunteer opportunities for the elders • Provide recognition and other types of incentives to encourage continued involvement 	<ul style="list-style-type: none"> • Develop education materials regarding policies and initiatives • Public relations campaign 	<ul style="list-style-type: none"> • Share educational opportunities with outside schools • Orientation awareness and outreach to promote chamber of commerce relationships (State/Local) • Public relations campaign • Outreach to all levels of education • Outreach to off reservation Menominee through print media, internet, and other outreach activities 	<ul style="list-style-type: none"> • Conduct research to determine the ability levels of current Menominee language and cultural knowledge • Language classes and cultural events • Immersion programs • Assessment of current status of language
Outcomes/ Results	<ul style="list-style-type: none"> • Increased level of elder participation 	<ul style="list-style-type: none"> • Greater level of people and programs following policies and initiatives • Greater level of public and program support 	<ul style="list-style-type: none"> • Improve relationships with outside communities • Increased business opportunities • Public Relations Manager/contract with consultant 	<ul style="list-style-type: none"> • Increased number of fluent speakers • Increased knowledge of Menominee history, culture, and traditions
Baseline Data	<ul style="list-style-type: none"> • Limited opportunities for elder involvement 	<ul style="list-style-type: none"> • Facts and Figures • Motions Database • Ordinance Database • Intranet • Internet 	<ul style="list-style-type: none"> • 2005 Needs Community Survey • Partnerships, agreements, or Memorandums of Understanding 	<ul style="list-style-type: none"> • Current number of speakers and levels of fluency
Timeline	• To be determined	• To be determined	• To be determined	• To be determined

Culture Goal 4 (Cont...)				
Categories	Objectives			
	Objective 5			
	<p>Integration of Menominee language and culture into school, work, family, and community environment</p>			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Menominee Language and Culture Commission • Other educational institutions • Community and local artists • Families 			
Outputs/ Activities	<ul style="list-style-type: none"> • Develop and implement a plan for Menominee language and culture within tribal, work, school, family, and community environments • Canvass the entire Reservation with signage promoting language, culture and dominant Menominee figures (role models) • Visible written language throughout Reservation • Encourage daily use of language and traditional values 			
Outcomes/ Results	<ul style="list-style-type: none"> • More speakers • The language will survive • Language and culture embedded into daily conversation and activities • Tribal values are practiced 			
Baseline Data	<ul style="list-style-type: none"> • Surveys (e.g. 2005 Community Needs Survey, Recreation Department survey) 			
Timeline	<ul style="list-style-type: none"> • To be determined 			

VI. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- ☛ Primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- ☛ Primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- ☛ Secondary parties (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

TRIBAL DEPARTMENTS	Culture																	
	Goal 1				Goal 2						Goal 3			Goal 4				
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Aging				S	S			S		S				P	S		S	S
Chairman's Office		S	S		S			S		S					S	S		S
Clinic										S					S			S
Community Development	S									S	P*	P			S			S
Community Resource Center										S					S			S
Conservation	S				S			S		S	S				S			S
Courts										S					S			S
Early Childcare Services	S		S	S	S	S	P	P		S			S		S		P	S
Education					S					S					S			S
Election Commission																		S
Enrollment										S					S			S
Environmental Services	S				S					S	S	S			S			S
Finance											S	P						S
Food Distribution										S					S			S
Gaming Commission																		S
General Assistance																		S
Head Start	S		S	S	S	S	P	P		S	S		S		S		P	S
Historic Preservation	P	P	P	P	P*	P	P	P	P	P*	P	P	P*	P	P*	P	P	P*
Housing										S					S			S
Human Resources																P		P*
Information Technology										S					P	P		S
Insurance																		S
Internal Audit																		S
Johnson O'Malley								S		S					S	S		S
Language and Culture Department	P	P	P*	P*	P	P*	P*	P*	P*	P*	P	P	P	P*	P*	P*	P*	P*
Law Enforcement										S					S			S
Legal Services		S								S					S			S
Library			S					S		S					S	S		S
License and Permits																		S
Loan Fund																		S
Maehnowesekiyah Wellness Center	S	S			S			S		S					S	S		S
Maintenance																		S

TRIBAL DEPARTMENTS	Culture																		
	Goal 1				Goal 2						Goal 3			Goal 4					
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	
Menominee Nation News					S			S		S					P	P		S	
Probation										S					S			S	
Procurement											S							S	
Prosecutor																		S	
Recreation	S				S			S		S					S			S	
Social Services										S					S			S	
Tax Commissioner																		S	
Transportation										S					S			S	
Tribal Administration	P*	P*						S		P*	P	P*			S			P	
Tribal Legislature		S	S	S	S	S	S			P*	S	S			P*	S		S	
Tribal School	S		S		S	S	P	P		S	S		S		S	S	P	S	
Trust Resources	S									S					S			S	
Utilities	S										S	S						S	
Youth Development and Outreach	S				S		S	S		S			S		S			S	
PARTNERS																			
College of Menominee Nation			S		S	S	S		S	S	S	S		S		S	S	S	
Community	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
East/West University			S		S	S	S		S	S	S	S		S		S	S	S	
Menominee Casino										S	S				S	S		S	
Menominee County										S					S	S		S	
Menominee Indian School District			S		S	S	S		S	S	S	S		S		S	S	S	
Menominee Tribal Enterprises										S					S	S		S	



Five Clan Singers, photo courtesy of Menominee Nation News.



Menominee Jingle Dress Dancer, photo courtesy of Menominee Nation News.



*“Unity is coming together to join
as one large happy family
to enjoy its great culture.
The two young married couple represents us.
So we must retain our past heritage, besides
we must live in the present and deal
with the challenges it brings.”*

Anthony Gauthier

Menominee artist Anthony Gauthier placed first in the Strategic Planning Logo Contest in 2005.

The re-creation of Anthony Gauthier’s artwork, digitized by Menominee Graphic Artist Steven Price, is below:



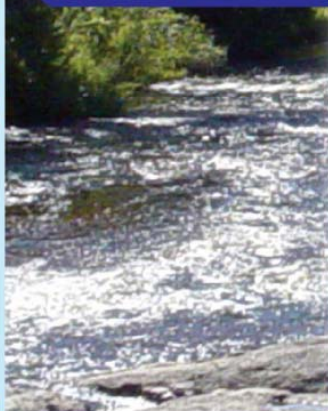


Economic

Historic Menominee Loggers



Menominee Business Center



Community Chamber Grant



Menominee Fuel Station Ground Breaking

Section F

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F. Economic

I. Community Survey

The Community Survey asked respondents a total of sixteen questions regarding their perception on economic development efforts on and off the reservation, gaming and job opportunities, meeting community needs and possible economic endeavors. The survey results revealed the following highlights:

- 94% on-reservation and 96% off-reservation survey respondents would like to see more economic development take place on the Menominee Reservation;
- 68% on-reservation and 71% off-reservation respondents support the Menominee Tribe's proposal to build an off-reservation gaming enterprise in Kenosha;
- 36% on-reservation and 30% off-reservation survey respondents would be interested in starting a business with their own money if technical assistance was provided to them on a confidential basis; and
- 87% on-reservation and 78% off-reservation survey respondents feel a supermarket is very much needed on the reservation.

FACT:

40% on-reservation and 44% off-reservation respondents would most prefer light industry (non-polluting) for future development. – 2005 Community Needs Survey

For more information concerning the survey results refer to Appendix A.

II. Workgroup

A workgroup consists of forty professionals and community members was assembled to evaluate the community survey results, identify and address problems and their underlying causes, identifying programs that directly address economic development and opportunities on and off the reservation. The workgroup consists of the following:

- Llewellyn Boyd, Project Manager
- David Corn, Utilities Manger
- Renita 'Pat' Corn, Finance Department
- Richard Dodge, Community Member
- Sid Dodge, Community Member
- Yvette Ducane, Enrollment Director
- Todd Every, Community Development Director
- Carrie Grignon, Menominee Business Center Office Manager
- Gaynelle Hawpetoss, former Enrollment Director
- Judi Hegewald, Internal Auditor
- Brett Hoffman, Procurement Director
- James Horton, former Housing Director
- Mary James, former Land Use Planner
- AnnMarie Johnson, Community Resource Center Manager
- Ben Kaquatosh, Human Resources Director
- James Kaquatosh, Menominee Tribal Enterprise Board Member
- Kathy Kaquatosh, Finance Director
- Shawn Klemens, Transportation Director
- Joyce Kotschi, Aging Division Director
- Brian Kowalkowski, University of Wisconsin Extension
- Robert Lansing, former Information Technology Director
- Thomas Litzow, Loan Fund Director
- Renee Mahkimetas, Menominee Business Center Research Specialist
- Lynnette Miller, Gaming Commission Director
- Ammie Munoz, Grants Writer Aide
- Robert Orcutt, Assistant Attorney
- Freeman Peters, Community Member
- Wilmer Peters, Nijjii Northwoods
- Gary Pyawasay, Administrative Services Officer
- James Reiter, Menominee Casino, Bingo and Hotel Manager
- Roberta Reiter, former Tax Commissioner
- William Schmidt, Menominee Tribal Enterprise Marketing
- JD Shatswell, Information Technology Director
- Patricia Stanton, Nijjii Northwoods
- Diana Taubel, Licensing and Permits Director
- LuAnn Warrington, Community Resource Program Assistant
- Jeremy Weso, Administrative Manager
- Annette Westphal, Administrative Services Officer
- Joel Whitehouse, Housing Department
- Wayne Wilber, Tax Commissioner

The workgroup met as frequently as twice a month and as infrequently as once a month for over a year. The meetings were open to the public and notices were published in the Menominee Nation News, announced at community meetings, and through broadcast emails.

III. Programs with Specific Emphasis on Economic Development

Although the workgroup recognized that all departments and programs operated by the Tribe have a vested interest in the Tribal economy, the workgroup identified the following Tribal programs and partners as resources due to their collective knowledge and their emphasis in economic development:

- **Menominee Business Center** – This Private Sector Initiative (PSI) provides a locally designed program for the Menominee Indian Tribe intended to stimulate private sector business development, particularly micro-businesses, through the extensive use of educational and "hands-on" technical assistance. The business center is identified as a responsible party under the Community Development Department.
- **Community Development** – The department is responsible for developing and overseeing a vast array of programs and services aimed at developing community infrastructure and conducting long-term and short-term planning in the development of the community.
- **Menominee Casino, Bingo and Hotel** – The casino generates Tribal revenues by providing bingo and class three gaming entertainment to the general public that includes slot machines, table games, and a variety of promotions. The Forest Island Restaurant, Hotel and Gift Shop are among the additional services offered to guests.
- **Tribal Utilities** – The Tribal Utilities Department is responsible for providing sewer, water, electric, and septic services to the community, and properly maintaining and operating systems and facilities used in the delivery of these services. For these reasons, the Tribal Utilities Department plays a vital role in economic development.



Menominee Business Center Recognition Banquet, photo courtesy of Menominee Nation News.



Menominee Loggers, photo courtesy of Menominee Nation News.

IV. SWOT Analysis

The workgroup identified the Tribe's overall Strengths, Weaknesses, Opportunities and Threats, utilizing what is typically known as a SWOT Analysis. The workgroup's SWOT Analysis appears as follows:

STRENGTHS

- Menominee founding documents
- Only non-Public Law 280 Tribe in state
- Sovereignty and sustainability
- Tribal government, ordinances, and courts
- Tax exempt status
- Menominee Restoration Act
- Menominee Casino, Bingo and Hotel, and Menominee Tribal Enterprises (MTE)
- Natural Resources and the Land
- Human capital and retention
- Educational opportunities and resources
- Uniqueness, culture, and location
- Willingness to preserve and promote positive public relations (ex. Pow-wows, etc.)
- Diverse partnerships and entrepreneurship
- Strategic planning, long-term economic plan, and tribal assessments
- Tribal Loan Department, Revolving Loan Fund, and Small Business Loan Fund
- Workforce Investment Act
- Tribal infrastructure (e.g. Tribal TANF, Menominee Business Center, Transportation, etc.)

WEAKNESSES

- Insufficient capital
- Lack of planning/vision
- Decisions made without factual data
- Land-into-trust process
- Tribal Technology Plan
- Sustained yield
- Lack of experience
- Political cycle based upon election
- Enforcement of ordinances
- Public relations challenges – political inaction/action based on lack of knowledge
- Retention of disposable income
- Education/Workforce Development
- Infrastructure
- Lack of business codes
- Lack of collaboration
- Lack of uniform commercial codes
- Culture
- Sovereignty
- “Give away something for free” mentality
- Tribal assessment
- No tribal organizational plan

OPPORTUNITIES

- Website
- Tribal Technology Plan
- Reservation centrally located within the state
- Land Use Plan
- Natural Resources
- Tourism and eco-tourism
- Annexation of Middle Village
- Codification
- Non-Public Law 280 status
- On/off reservation economic development
- Mentor our youth
- Language preservation efforts
- Land acquisition
- Museum
- Cultural resources
- Housing
- Strategic planning
- Kenosha
- Aquaculture
- Demographics

THREATS

- Sovereignty
- Pollution
- Crime
- Health conditions
- Reputation
- Lack of financial reserves
- Loss of knowledge – losing educated members
- Politics influencing special interests
- People
- Unemployment
- Media
- Other tribes
- Menominee County zoning

V. Goals and Objectives

In the Economic Service Area the workgroup developed two goals and seven objectives. These goals include the following:

- **Goal 1** – Gap Analysis: Legal, Financial and Physical
- **Goal 2** – Develop Resources to Promote and Enhance Economic Development

Through the evaluation and monitoring process, goals may be modified or new goals may be added with the approval of the Legislature. You can find more details in the tabular summaries provided in the next pages of this section. The tabular summary highlights the objectives of each goal and includes details such as:

- **Inputs/Resources** – The workgroup identified the resources available to begin to carry out the goal's objectives.
- **Outputs/Activities** – The workgroup identified activities necessary for Tribal departments and/or partners to work toward the completion of the goal's objectives.
- **Outcomes/Results** – The workgroup identified the intended results of the program activities that complete the goal's objectives and ultimately work toward completing the specific goal.
- **Baseline Data** – The workgroup identified documents and statistical information that may be used to support the implementation of the objective.
- **Timelines** – The workgroup established timelines for the completion of the objectives; in most cases it was determined by the workgroup that progress will be reviewed on an annual basis.



Natural Resources is of high importance to the Menominee people, photo courtesy of Menominee Nation News

Economic Goal 1: Gap Analysis: Legal, Financial and Physical				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	
	Gap analysis of legal resources	Gap analysis of financial resources	Gap analysis of physical resources	
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Native American Rights Fund • Great Lakes Inter-tribal Council • National Congress of American Indians • External legal resources 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Other financial institutions (i.e. Associated Bank) • Investment Committee • Budget and Finance Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Forest Management Plan • Existing inventory of facilities • Community Development Committee • Enforcement and Resource Protection Committee 	
Outputs/ Activities	<ul style="list-style-type: none"> • Identify Tribal ordinances • Identify political alliances and opponents • Map resources and services of legal services • Identify resources needed to enhance legal infrastructure 	<ul style="list-style-type: none"> • Evaluate investments and returns • Identify financial resources • Identify resources needed to enhance financial infrastructure • Review tribal budgeting process and carryover • Review and realign grant writing processes 	<ul style="list-style-type: none"> • Identify physical resources (zoning, land and water rights, archaeological sites) • Identify resources needed to enhance physical infrastructure 	
Outcomes/ Results	<ul style="list-style-type: none"> • Complete inventory and identification of all legal resources and services • Identification of additional legal resources and services needed 	<ul style="list-style-type: none"> • Complete inventory and identification of financial resources with inclusion of tax structure • Maximize grant earning potential • Market analysis identifying needs and demands • Identification of additional financial resources needed • Labor market and wage analysis 	<ul style="list-style-type: none"> • Complete inventory and identification of physical resources and cultural properties • Identification of additional physical resources needed • A report on impediments to development 	
Baseline Data	<ul style="list-style-type: none"> • Existing Tribal ordinances • Applicable Federal, State, Tribal and local laws 	<ul style="list-style-type: none"> • Existing financial resources • No existing market analysis • Current investment portfolio • Budgeting policy 	<ul style="list-style-type: none"> • Current property and acquisition inventories 	
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year 	

Economic Goal 2: Develop Resources to Promote and Enhance Economic Development				
Categories	Objectives			
	Objective 1 Establish resource network for entrepreneurs	Objective 2 Develop loans and grants to promote business	Objective 3 Develop legal structure needed to encourage business development	Objective 4 Public Relations: marketing and advertisement
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Community Development Committee • Budget and Finance Committee • Loan Fund Committee • Investment Committee • Local Area Chambers of Commerce • Financial Institutions • Investments 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Budget and Finance Committee • Loan Fund Committee • Investment Committee • Local Area Chambers of Commerce • Financial Institutions • Investments 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Budget and Finance Committee • Community Development Committee • Enforcement and Resource Protection Committee • Local Area Chambers of Commerce • Financial Institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Local area Chambers of Commerce
Outputs/ Activities	<ul style="list-style-type: none"> • Provide education classes (e.g. credit counseling, feasibility, basic financial, etc.) for general public • Assist entrepreneurs on the development of business plans • Provide financial and legal counseling to entrepreneurs • Expand incubator services • Establish an economic development/business commission 	<ul style="list-style-type: none"> • Establish relationships with outside institutions • Create or identify one-stop location to help entrepreneurs apply for loans/grants and to help them manage their performance • Create a tribally-funded set-aside to help entrepreneurs 	<ul style="list-style-type: none"> • Amend and adopt laws as needed (e.g. business code, changes to zoning ordinance, etc.) • Expand pool of residential, recreational, and commercial leases 	<ul style="list-style-type: none"> • Target businesses and encourage them to invest in the community • Target lending institutions to encourage them to invest in businesses on the reservation • Target local population to encourage them to develop business and use those businesses • Identifying/designating individual/entity responsible for public relations
Outcomes/ Results	<ul style="list-style-type: none"> • Increase number of successful businesses on the Reservation • Better educated and prepared entrepreneurs • Fewer unemployed or under-employed • Higher per capita income • Increased services • More income staying local (multiplier effect) 	<ul style="list-style-type: none"> • Expanded business opportunities on and off the reservation • Expanded financial options for entrepreneurs • Central location for entrepreneurs to find financial help 	<ul style="list-style-type: none"> • New and revised laws conducive to business development • Structured process for establishing business • Consumer confidence in local business • Additional land available for development 	<ul style="list-style-type: none"> • Increased economic activity on the Reservation • Integrated marketing strategy
Baseline Data	<ul style="list-style-type: none"> • Current number of businesses • Current supportive services • Ratio of successful businesses to failed businesses 	<ul style="list-style-type: none"> • Current number of financial options available • Current supportive services 	<ul style="list-style-type: none"> • Current laws 	<ul style="list-style-type: none"> • Absence of public relations • Promoting economic development
Timeline	• One year	• To be determined	• To be determined	• To be determined

VI. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- Primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- Primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- Secondary parties (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

TRIBAL DEPARTMENTS	Economic						
	Goal 1			Goal 2			
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4
Aging		S					
Chairman's Office	P	P					
Clinic		S					
Community Development	S	S	P*	P	P	P	P
Community Resource Center				S	S		
Conservation	S		P				
Courts	P						
Early Childcare Services							
Education							
Election Commission							
Enrollment							
Environmental Services	S		P				
Finance		P		S	P		
Food Distribution							
Gaming Commission	S	P					
General Assistance		S					
Head Start							
Historic Preservation	S		P				
Housing	S		S				
Human Resources				S	S		
Information Technology							S
Insurance	P	P		S			S
Internal Audit	S	S					
Johnson O'Malley							
Language and Culture Department			S				
Law Enforcement	S		S				
Legal Services	P*		S	P	S	P	
Library	S			S			
License and Permits	S	S	S				
Loan Fund		P		S	P		P
Maehnowesekiyah Wellness Center		S					
Maintenance			P				

TRIBAL DEPARTMENTS	Economic						
	Goal 1			Goal 2			
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4
Menominee Nation News		S					S
Probation							
Procurement	S	S	P				
Prosecutor							
Recreation			S				
Social Services							
Tax Commissioner	P	P	S				
Transportation		S	S				
Tribal Administration	S				S	S	S
Tribal Legislature	S	P	S	S	P	P	S
Tribal School							
Trust Resources	S		P				
Utilities			S			S	S
Youth Development and Outreach							
PARTNERS							
College of Menominee Nation	S		S	S	S		
Community	S	S	S	S	S		
East/West University							
Menominee Casino	S	P	S	S	S		S
Menominee County	S		S	S	S	S	S
Menominee Indian School District							
Menominee Tribal Enterprises	S	P	S	S	S		



Job Training Program Summer Workers, photo courtesy of Menominee Nation News.



The Tribal Utilities Department unveiling the Keshena System Improvements Elevated Storage Tanks, photo courtesy of Menominee Nation News.



The Annual Menominee Nation Contest Pow-wow brings hundred of people to the Menominee Reservation each year, photo courtesy of Menominee Nation News.



Education

CMN Safty Fair



Adult Education Fair



Teaching Lodge



1952 St. Anthony's 4 & 5 grade

Section G

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G. Education

I. Community Survey

The Community Survey asked respondents a total of six questions regarding their perceptions on how well the Tribe and the Menominee Indian School District (MISD), its programs, and its members promoted K-12 education and college education opportunities. The survey results revealed the following notable highlights:

- ↓ 75% on-reservation and 59% off-reservation survey respondents feel more preparation is needed for students to succeed in work and school beyond the 12th grade;
- ↓ 70% on-reservation and 66% off-reservation survey respondents feel the K-12 school system is an essential aspect of life in the Menominee community;
- ↓ 68% on-reservation and 61 % off-reservation survey respondents feel more financial assistance is needed for the education needs of Tribal members; and
- ↓ 58% on-reservation and 67% off-reservation survey respondents feel that college education opportunities are an essential part of life in the Menominee community.

FACT:

49% on-reservation and 70% off-reservation respondents own a personal computer. – 2005 Community Needs Survey

For more information concerning the survey results refer to Appendix A.

II. Workgroup

A workgroup comprised of twenty-three professionals and community members was assembled to evaluate the community survey results, identify and address problems and their underlying causes, identify programs that directly address education, and design strategies aimed at enhancing the Tribe's response in K-12 education and college education opportunities. The workgroup consisted of the following:

- | | |
|---|---|
| ↓ Alan Caldwell, former Menominee Tribal School Administrator | ↓ Melissa Pitzl, Menominee Mentoring Coordinator |
| ↓ Sigrid Congos, Senior Grants Writer | ↓ JD Shatswell, Information Technology Director |
| ↓ Penny Escalante, Early Childcare Services Director | ↓ Michael Skenadore, Head Start Director |
| ↓ Jennifer Gauthier, Administrative Services Officer | ↓ Patricia Tourtillott, Johnson O'Malley Director |
| ↓ James Horton, former Housing Director | ↓ Robert Tucker, Menominee Tribal School Administrator |
| ↓ Pattie James, Drug Free Communities Coordinator | ↓ Duane Waukau, Recreation Director |
| ↓ Brian Kowalkowski, University of Wisconsin Extension | ↓ Mark Waukau, Menominee Tribal Police Chief |
| ↓ Robert Lansing, former Information Technology Director | ↓ Wendell Waukau, Menominee Indian School District Superintendent |
| ↓ Devan Miller, Menominee Nation News Director | ↓ Annette Westphal, Administrative Services Officer |
| ↓ Virginia Nuske, Education Department Director | ↓ Michael Wilber, Library Director |
| ↓ Carmella Peters, Grants Writer | ↓ Shannon Wilber, Youth Development and Outreach Director |
| | ↓ Betty Jo Wozniak, Housing Director |

The workgroup met as frequently as twice a month and as infrequently as once a month, for over a year. The meetings were open to the public and notices were published in the Menominee Nation News, announced at community meetings, and through broadcast e-mails.

III. Programs with Specific Emphasis on Education

Although the workgroup recognized that all departments and programs operated by the Tribe have a vested interest in the promotion of education, the workgroup identified the following Tribal programs and partners as resources due to their knowledge about the educational systems and their program emphasis on education:

- ↓ **Education Department** - The department is responsible for developing and overseeing a vast array of programs and services aimed at helping students obtain their general equivalency diplomas, promoting post-secondary education, and helping students receive financial assistance in the pursuit of their educational goals.
- ↓ **Menominee Tribal School** – Provides a quality education to K-8 students encouraging academic, athletic, and spiritual excellence.
- ↓ **Menominee Indian School District** – Provides a safe learning environment that allows every child an opportunity to succeed intellectually, academically, emotionally, socially and physically. Although this entity is a state institution the school district works closely with the Tribe to ensure the education of Tribal members.
- ↓ **College of Menominee Nation** – The College, one of thirty-five tribally controlled colleges, is an institution of higher education chartered by the Menominee people that infuses its education with American Indian Culture and prepares students for careers and advanced studies in a multicultural world.
- ↓ **East/West University** – The degree programs at the Keshena campus provides a Bachelor of Liberal Arts degree program with a major in Behavioral and Social Sciences.
- ↓ **Johnson O'Malley** – This department is responsible for meeting the specialized and unique educational needs of Indian students, from age 3 to grade 12, attending public schools on or near the Menominee Indian Reservation.
- ↓ **Early Child Care Services** – This department is responsible for developing and overseeing a vast array of programs and services aimed at providing safe, supportive, educational, and recreational activities to young children enrolled in the Tribe's daycare and Early Head Start operations.
- ↓ **Head Start** - This department strives to be the primary provider of early childhood education services for Menominee children ages birth to 5 and continuously adapts its program design to the needs of the community through evaluation and planning.

"The quality of our future depends on a community that values Menominee culture and a tradition of education in all of its forms". – Wendell Waukau



Menominee family of the FAST Program, photo courtesy of Menominee County.



Menominee Indian High School graduation, photo courtesy of Menominee Nation News.

IV. SWOT Analysis

The workgroup identified the Tribe's overall Strengths, Weaknesses, Opportunities and Threats, utilizing what is typically known as a SWOT Analysis. The workgroup's SWOT Analysis appears as follows:

STRENGTHS

- Schools and educational facilities located within reservation boundaries
- General Education Diploma (GED) classes
- Tribal employment policy supporting parental involvement
- Adult Learning Center
- Youth advocacy
- Students willingness to be involved
- Educated members as role models
- No Child Left Behind
- Language and culture component
- College preparation
- Alcohol, Tobacco and Other Drug Abuse services
- Positive peer pressure
- Student organizations
- Menominee Tribal/County Library
- Brigrance Screenings
- Athletic program
- Extracurricular activities
- Environmental awareness
- Funding
- Community members
- Mandates (e.g. Laws and Education Standards)

WEAKNESSES

- Funding/increased costs
- Minimal parental involvement
- Technology
- Socio-economic conditions
- Minimal support for higher education
- Attendance/truancy
- No Child Left Behind
- Level of college preparation
- Tolerance of ill behaviors
- Alcohol, Tobacco and Other Drug Abuse
- Child care for evening adult classes
- Flexible schedule for parents to attend events
- Adult Learning Center
- Language and Culture component
- Mental Health resources
- Quality of Education:
 - Writing skill development
 - Reading skill development
 - Math skill development
 - Science skill development

OPPORTUNITIES

- Blend of traditional with contemporary
- Menominee Tribal/County Library
- Culturally appropriate services
- Data to support development and evaluation of programs
- Develop relationships (Memorandum of Understanding)
- Consistent, aligned education improvement plan
- Pre-K to post-secondary
- Scholarships/Endowment
- Internships/Apprenticeships
- Technology
- Funding
- No Child Left Behind
- Youth Wellness program
- Language and culture component
- Flexible schedule for parents to attend events
- Transitional college experience
- Positive influence with mass media
- Youth advocacy

THREATS

- Lack of Menominee classroom and language teachers
- Tolerance of ill behaviors
- Negative peer pressure
- Negative influence within mass media
- Culture shock
- Financial assistance
- Menominee Tribal/County Library
- Funding
- No Child Left Behind Act
- Alcohol, Tobacco and Other Drug Abuse
- Loss of language and cultural component
- Gangs

V. Goals and Objectives

In the Education Service Area the workgroup developed three goals and thirteen objectives. These goals include the following:

- ↓ **Goal 1** – Enhance the Quality of Education through the Adoption of Best Practices
- ↓ **Goal 2** – Form Partnerships with Community Educational Institutions
- ↓ **Goal 3** – Assure Technology on Reservation to Support Education

Through the evaluation and monitoring process, goals may be modified or new goals may be added with the approval of the Legislature. You can find more details in the tabular summaries provided in the next pages of this section. The tabular summary highlights the objectives of each goal and includes details such as:

- ↓ **Inputs/Resources** – The workgroup identified the resources available to begin to carry out the goal's objectives.
- ↓ **Outputs/Activities** – The workgroup identified activities necessary for Tribal departments and/or partners to work toward the completion of the goal's objectives.
- ↓ **Outcomes/Results** – The workgroup identified the intended results of the program activities that complete the goal's objectives and ultimately work toward completing the specific goal.
- ↓ **Baseline Data** – The workgroup identified documents and statistical information that may be used to support the implementation of the objective.
- ↓ **Timelines** – The workgroup established timelines for the completion of the objectives; in most cases it was determined by the workgroup that progress will be reviewed on an annual basis.



Menominee Indian High School Students are working to replenish the rice beds on Mud Lake, photo courtesy of Menominee Nation News.

Menominee Indian School District's Menominee Pledge

*Omaeqnomenewak Nenaeqtokiahtan
Menominee Pledge*

*Nenaeqtokiahtan Netonokim ayom kesekat
I dedicate my efforts of this day*

*Nemaenaegtameh Kataew-Waqsapahketaew
To my own bright future*

*Netonaenemawak akom Netapanekik, mesek
The honor of those who love me, and*

*Mamatawahkamek mesek kataew-Maehnow-
(the) dignity and progress of*

*Kemaenaegtomenoq Omaeqnomenewak
(the) Menominee Nation*

Education Goal 1: Enhance the Quality of Education through the Adoption of Best Practices

Categories	Objectives			
	Objective 1 Gap Analysis - (Assessment of unmet needs regarding current educational best practices from birth to post-secondary)	Objective 2 Implement best practices and policies (educational practices with a proven track record over time)	Objective 3 Assure legislative support in education through leadership and capacity building	Objective 4 Review and revise education-related ordinances
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Wisconsin Department of Public Instruction • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Other educational institutions
Outputs/ Activities	<ul style="list-style-type: none"> • Identify current resources for funding: <ul style="list-style-type: none"> ○ Unmet needs ○ Scholarships and higher education assistance for students ○ Investment funds for endowment • Complete inventory of Funding, Human Resources, Physical Resources, Curriculum Alignment, Child Care Assistance, Environment, and Ordinances 	<ul style="list-style-type: none"> • Research (K-12) Best Practices • Identify and implement best practices • Provide curriculum alignments and financial assistance to students • Creation of multiple plans to educate, recruit, train and retain Menominee people of all ages • Maintain accreditation 	<ul style="list-style-type: none"> • Gain legislative support in education through best practices • Lobby State of Wisconsin to gain third designation for and funding of the Tribal School • Create fiduciary leadership 	<ul style="list-style-type: none"> • Identify boundaries of Menominee Tribal Legislature's role in education development • Suggest amendments on how to improve education-related ordinances (e.g. increase merit scholarships and hold off on paying per capita until students achieve a high school education)
Outcomes/ Results	<ul style="list-style-type: none"> • Creation of baseline data 	<ul style="list-style-type: none"> • Improved college entrance exam scores, district test scores, assessments, educational profiles, attendance/truancy, Head Start screenings, AEP – Early Progress, Brigance Screening, Wisconsin Knowledge and Concept Examination, and Corrective Reading Program • Improve and recognize academic performance and educational readiness 	<ul style="list-style-type: none"> • Third designation of schools by the State of Wisconsin • Strong relationships with political entities • Support of education legislation 	<ul style="list-style-type: none"> • A common understanding of defined roles • Improved legislation
Baseline Data	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Facts and Figures Handbook • Head Start Community Needs Survey 	<ul style="list-style-type: none"> • Pire survey • 2005 Community Needs Survey • Other social service surveys 	<ul style="list-style-type: none"> • No recognition or funding by the State for Tribal School • No legislation or political relationships 	<ul style="list-style-type: none"> • Existing ordinances
Timelines	• To be determined	• To be determined	• To be determined	• To be determined

Education Goal 1 (Cont...)				
Categories	Objectives			
	Objective 5			
	Develop consensus among stakeholders			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Other educational institutions • Community • Students • Faculty and staff • School Boards 			
Outputs/ Activities	<ul style="list-style-type: none"> • Make greater use of internet, school newsletters, Tribal news, marquee signs, and school board meetings • Make use of referendums • Educational outreach 			
Outcomes/ Results	<ul style="list-style-type: none"> • Increased awareness 			
Baseline Data	<ul style="list-style-type: none"> • Lack of understanding of best practices • Minimal community involvement 			
Timeline	<ul style="list-style-type: none"> • To be determined 			

Education Goal 2: Form Partnerships with Community Educational Institutions				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	Objective 4
	Develop complementary visions for education	Increase school, family and community involvement through encouragement and support	Develop summer jobs/internships to support higher education students	Develop a comprehensive plan for drug and alcohol prevention programs
Inputs/Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Health and Family Services Committee • Enforcement and Resource Protection Committee • Language and Culture Commission • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Budget and Finance Committee • Other employers • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Health and Family Services Committee • Enforcement and Resource Protection Committee • Other educational institutions
Outputs/Activities	<ul style="list-style-type: none"> • Create common benchmarks • Develop and enhance agreements (memorandum of understanding/memorandum of agreement) – to address community needs 	<ul style="list-style-type: none"> • Make greater use of internet, newsletters, Tribal news, marquee signs, and board meetings • Training for school, family, and community on educational, cultural, and health needs of student • Elder/Volunteer Mentor Program • Develop common orientation sessions • Increase number of Menominee staff • More educational and recreational activities • Develop annual survey of graduates 	<ul style="list-style-type: none"> • Expand and enhance career fair • Develop internship protocols • Create meaningful internships • Create meaningful partnerships with on and off-reservation employers • Provide stipends 	<ul style="list-style-type: none"> • Identify existing AODA programs, needs, and resources • Develop a comprehensive plan that: <ul style="list-style-type: none"> ○ De-stigmatizes treatment using cultural approaches ○ Involves extended family and community ○ Extends beyond borders of facility (e.g. in-home) ○ Includes other prevention activities
Outcomes/Results	<ul style="list-style-type: none"> • Consistency within educational system • Academic and social readiness and preparedness 	<ul style="list-style-type: none"> • Increased levels of student success and individual responsibility • Decreased truancy, suspensions, and expulsions • Increased parent/student awareness on the importance of education, culture and health needs • Culturally sensitive qualified staff • Comprehensive listing of graduates/alumni • Cultural and academic education 	<ul style="list-style-type: none"> • Academic and employment preparedness • Increase in the number of students who are exposed to careers • Provide financial support to student participants • Encourage professional career development with established timelines 	<ul style="list-style-type: none"> • Healthier community through greater involvement and awareness of the effects of alcohol and drugs • A comprehensive plan for drug and alcohol prevention programs
Baseline Data	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Other community surveys 	<ul style="list-style-type: none"> • Current scores, attendance, student records (incidents), number of students with special needs 	<ul style="list-style-type: none"> • Number of internships • Number of partnerships 	<ul style="list-style-type: none"> • 2005 Community Needs Survey, Other community surveys, and statistical data from AODA agencies
Timelines	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined

Education Goal 3: Assure Technology on Reservation to Support Education				
Categories	Objectives			
	Objective 1 Gap analysis – (Unmet needs assessment: what we have compared to what we need)	Objective 2 Acquire funding	Objective 3 Provide training for tribal members	Objective 4 Provide technology tools to tribal members
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • All Community Organizations/Entities 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Budget and Finance Committee • Investment income • Other educational institutions • Grant funding resources 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Labor, Education and Training Committee • Other educational institutions
Outputs/ Activities	<ul style="list-style-type: none"> • Conduct research to identify current use of technology opportunities within the community • Develop survey • Create Community-Wide Technology Plan 	<ul style="list-style-type: none"> • Grant writing • Lobbying efforts • Fund raising • Capital financing • Developing timelines and benchmarks 	<ul style="list-style-type: none"> • Provide free and accessible classroom instruction • Placement of ads in Menominee Nation News on computer use, tips, tricks, and techniques 	<ul style="list-style-type: none"> • Placement of technology in community centers • Increase community center hours of operation • Collaborate with outside agencies to provide services • Develop a loan program to help people acquire technology
Outcomes/ Results	<ul style="list-style-type: none"> • Identification of human, financial, and physical resources needed to provide technology opportunities within the community 	<ul style="list-style-type: none"> • Increase in technological resources 	<ul style="list-style-type: none"> • Technologically adept community • Increased availability of technological resources 	<ul style="list-style-type: none"> • Improve the quality of life • Increased communication with outside world • Increased access to outside educational resources (e.g. online schools) • Break down of generation barriers
Baseline Data	<ul style="list-style-type: none"> • Existing surveys 	<ul style="list-style-type: none"> • Existing level of funding 	<ul style="list-style-type: none"> • Current use of technology 	<ul style="list-style-type: none"> • Current availability of technology tools • Availability of technological resources in community
Timeline	• To be determined	• To be determined	• To be determined	• To be determined

VI. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- ↓ Primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- ↓ Primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- ↓ Secondary parties (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

TRIBAL DEPARTMENTS	Education												
	Goal 1					Goal 2				Goal 3			
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4
Aging					S	S	P	S				S	S
Chairman's Office	P		P*	P	P*	S		S		S	S		
Clinic						S	S	S	P	S			
Community Development						S		S		S			
Community Resource Center	P	P			S	P	P	P	S	P	S	P	P
Conservation		S						S					
Courts	S			S				S	S				
Early Childcare Services	P	P	P	P	P	P	P	S	S	P	P	P	S
Education	P	P*	P*	P	P	P*	P*	P*	S	P	P*	P	P
Election Commission		S						S					
Enrollment		S					S	S					
Environmental Services		S						S					
Finance	S							S		S	S		
Food Distribution	S	S			S			S					
Gaming Commission		S						S					
General Assistance							S	S		S		S	S
Head Start	P	P	P	P	P	P	P	S	S	P	P	P	S
Historic Preservation	S	S			S	S	P	S	S				S
Housing							S	S					S
Human Resources	S	S					P	P	S	S		P	P
Information Technology	S	S			S		S	S		P*	P	P*	P*
Insurance								S					
Internal Audit					S			S					
Johnson O'Malley	P	P	S	S	S	S	S	P		S		S	S
Language and Culture Department	S	S			S	S	P	S	S				S
Law Enforcement				S	S	S	S	S	S	S			
Legal Services			P	P*	S	P		S					
Library	S	S			S	P	P	S				P	P
License and Permits								S					
Loan Fund								S					P
Maehnowesekiyah Wellness Center	S	S			S	S	S	S	P*	S			S
Maintenance								S					

TRIBAL DEPARTMENTS	Education												
	Goal 1					Goal 2				Goal 3			
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4
Menominee Nation News					S		S	S		S		S	S
Probation	S						S	S	S			S	
Procurement								S			P		P
Prosecutor				S				S	S				
Recreation	S	S				S	P	S				S	S
Social Services	S	S		S	S		S	S	S				S
Tax Commissioner								S					
Transportation	S	S			S		S	S				S	S
Tribal Administration	P*	S	S	S	S	S	S	S	P	P	P	P	P
Tribal Legislature	P	S	P	P	S	P	S	S	S				
Tribal School	P	P	P	P	P	P	P	S	P	P	P	P	P
Trust Resources								S					
Utilities								S					
Youth Development and Outreach	S	S			S	S	S	S	S	S			S
PARTNERS													
College of Menominee Nation	S	S	S	S	S	S	S	S	S	S	S	S	S
Community	S	S	S	S	S	S	S	S	S	S	S	S	S
East/West University	S	S	S	S	S	S	S	S	S	S	S	S	S
Menominee Casino								S		S	S	S	
Menominee County	S			S	S	S	S	S	S	S	S	S	S
Menominee Indian School District	S	S	S	S	S	S	S	S	S	S	S	S	S
Menominee Reading Council	S	S			S	S	S						
Menominee Tribal Enterprises								S				S	
Woodland Boys and Girls Club	S	S			S	S	S			S		S	S



College of Menominee Nation commencement ceremony, photo courtesy of Menominee Nation News.



Youth Olympics, photo courtesy of Menominee Nation News.



Brenda L. Tomow, Community Resources Planner/Strategic Planning Coordinator, explaining the benefits of the strategic planning process at a community meeting, photo courtesy of Menominee Nation News.



Health

EMT Graduates



CBRF Elder Picnic



Menominee Tribal Clinic Employees



Menominee Blood Drive

Section H

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- IV. SWOT Analysis.....H-3
- V. Goals and Objectives.....H-4
- VI. Responsible Parties.....H-8

H. Health

I. Community Survey

The Community Survey asked respondents a total of five questions regarding their perception on the quality of health care on the reservation, health care services that currently meet community needs and health care services the community would like to see made available. The survey results revealed the following highlights:

- ✿ On and off-reservation survey respondents equally rated the quality of health services on the reservation as a 3 (one being excellent and five being poor);
- ✿ 53% on-reservation survey respondents feel that available health care services currently meet their needs, while 44% off-reservation respondents agree;
- ✿ 69% on-reservation and 70% off-reservation survey respondents feel that health care is an important aspect of life in the Menominee community; and
- ✿ 48% on-reservation and 41% off-reservation survey respondents feel health care on the reservation is a very important problem for the Menominee Nation today.

FACT:

The majority of respondents 45% males, 37% females self report themselves as having good health. – Menominee Elders Survey 2006

For more information concerning the survey results refer to Appendix A.

II. Workgroup

A workgroup comprised of twenty-four professionals and community members was assembled to evaluate the community survey results, identify and address problems and their underlying causes, identify programs that directly address health care systems and the quality of health care on the reservation. The workgroup consisted of the following:

- | | |
|---|--|
| ✿ Ann Marie Berg, Occupational Wellness Coordinator | ✿ John D. Miller, Food Distribution |
| ✿ Marla Bellanger, Food Distribution Program Assistant | ✿ Nancy Miller-Korth, Great Lakes Inter-Tribal Council |
| ✿ Alan Caldwell, former Menominee Tribal School Administrator | ✿ Barbara Nelson, Menominee County Health and Human Services Department Executive Director |
| ✿ Sigrid Congos, Senior Grants Writer | ✿ Pat Roberts, Food Distribution Director |
| ✿ Penny Escalante, Director of Child Care Services | ✿ Gary Schuettpelz, Environmental Services Director |
| ✿ Candice Firgens, Native American Caregiver/Coordinator | ✿ Jerry Waukau, Clinic Administrator |
| ✿ Jennifer Gauthier, Administrative Services Officer | ✿ Wendell Waukau, Menominee Indian School District Superintendent |
| ✿ David 'Nahwahquaw' Grignon, Historic Preservation Director | ✿ Jeremy Weso, Administrative Manager |
| ✿ AnnMarie Johnson, Community Resource Center Manager | ✿ Annette Westphal, Administrative Services Officer |
| ✿ Rebecca Johnson, RN, BSW, Menominee County Health and Human Services Department | ✿ Shannon Wilber, Youth Development and Outreach Director |
| ✿ Joyce Kotschi, Aging Division Director | ✿ Betty Jo Wozniak, former Maehnowesekiyah Wellness Center Director |
| ✿ Brian Kowalkowski, University of Wisconsin Extension | |
| ✿ Daniel Maine, Insurance Department Director | |

FACT:

The Menominee Tribal Clinic was established in 1977, following the restoration of the Tribe's federal recognition. – Menominee Tribal History Guide

The workgroup met as frequently as twice a month and as infrequently as once a month for over a year. The meetings were open to the public and notices were published in the Menominee Nation News, announced at community meetings, and through broadcast emails.

III. Programs with Specific Emphasis on Health Care

Although the workgroup recognized that all departments and programs operated by the Tribe have a vested interest in the promotion of health and wellness, the workgroup identified the following Tribal programs as resources due to their collective knowledge and emphasis on health and wellness:

- 🐾 **Menominee Tribal Clinic** – The department provides quality, assessable and comprehensive health services in the area of medical, dental, and community health services to Tribal members and other clients.
- 🐾 **Maehnowesekiyah Wellness Center** – This department is responsible for developing and overseeing a vast array of programs and services aimed at curbing alcohol and other drug abuse among members of the community utilizing a cultural-based approach.
- 🐾 **Aging** – This department is responsible for developing and overseeing a vast array of programs and services aimed at caring for and protecting the rights of, and providing nutritious meal services to the elderly.

“Coordinate a children’s program. Help kids realize the way they eat can lead to diabetes. Teach children about healthy lifestyles”. – Felicia Peters, Public Comment, Chicago Public Hearing 7/21/2007



Menominee Tribal Clinic Optometry Department, photo courtesy of Menominee Nation News.



Maehnowesekiyah Wellness Center, photo courtesy of Department of Administration.

Traditional Lacrosse Game, photo courtesy of Menominee Nation News.



IV. SWOT Analysis

The workgroup identified the Tribe's overall Strengths, Weaknesses, Opportunities and Threats, utilizing what is typically known as a SWOT Analysis. The workgroup's SWOT Analysis appears as follows:

STRENGTHS

- Environmental quality of reservation
- Tribal Clinic (medical, dental, community health)
- Health Insurance Coverage/Employment
- Aging Division (transportation, meals, elder programs)
- Professional (quality) health care staff
- Employee Advocate
- Employee Assistance Program
- Health Coordinator
- Alcohol, Tobacco and Drug Facility (Maehnowesekiyah Wellness Center)
- Community Based Residential Facility
- Family and community support network
- Smoke free workplace
- Funding opportunities
- Recreation/fitness centers
- Spiritual strength of community
- Community gardens
- Community health programs (e.g. fluoride, immunization, nutrition, after school programs)
- Food Distribution Program
- Public Health Programs
- Employee Wellness Program

WEAKNESSES

- Indian Health Care Improvement Act – Services to Non-Beneficiaries Section 813(b)(1)(B)
- Contract Health Service – Priority I Level of Care
- United States Department of Agriculture Health Dietary Guidelines
- No shows – affecting access to care
- Alcohol and Other Drug Abuse - unhealthy lifestyles (acceptance)
- Tobacco Use - unhealthy lifestyles (acceptance)
- Low community participation in different health programs offered
- Leaders reluctant to pass laws to protect health (Example: sin tax)
- Increased health care costs
- Coordination of services
- Lack of formal policies – reluctance to pass, enforce, monitor and evaluate
- High rate of teenage pregnancy
- High rate of sexually transmitted diseases (STD's)

OPPORTUNITIES

- College programs
- Funding – Prevention programs (Diabetes, Pre-Diabetes, etc...)
- Tele-Med – Future technology
- Wellness Programs
- Partnering opportunities
- Education (lift community)
- Economic potential
- Recreation
- Positive community relations
- Natural Resources – food and medicine
- Green house
- Coordination of services
- Bridges out of Poverty

THREATS

- Acceptance of Alcohol, Tobacco, and Drugs
- Increased demand for health services
- Increase of high cost cases for health care
- Environmental conditions (Radon, Blastomycosis, etc.)
- Indian Health Service funding only covers 50% of the need
- Rising cost of health care (an average of $\pm 10\%$ per year)
- Technology (watching TV – less activity)
- Increased cost of insurance (all forms)
- Increase in number of Tribal members returning to the reservation

V. Goals and Objectives

In the Health Service Area the workgroup developed three goals and seven objectives. These goals include the following:

- 🐾 **Goal 1** – Expand Health Services
- 🐾 **Goal 2** – Promote and Ensure Community and Individual Responsibility Toward Healthy Lifestyles
- 🐾 **Goal 3** – Reduce the Affects of Substance Abuse for the Well-being of the Community

Through the evaluation and monitoring process, goals may be modified or new goals may be added with the approval of the Legislature. You can find more details in the tabular summaries provided in the next pages of this section. The tabular summary highlights the objectives of each goal and includes details such as:

- 🐾 **Inputs/Resources** – The workgroup identified the resources available to begin to carry out the goal's objectives.
- 🐾 **Outputs/Activities** – The workgroup identified activities necessary for Tribal departments and/or partners to work toward the completion of the goal's objectives.
- 🐾 **Outcomes/Results** – The workgroup identified the intended results of the program activities that complete the goal's objectives and ultimately work toward completing the specific goal.
- 🐾 **Baseline Data** – The workgroup identified documents and statistical information that may be used to support the implementation of the objective.
- 🐾 **Timelines** – The workgroup established timelines for the completion of the objectives; in most cases it was determined by the workgroup that progress will be reviewed on an annual basis.



Menominee Tribal Clinic, photo courtesy of Menominee Nation News.

Health Goal 1: Expand Health Services				
Categories	Objectives			
	Objective 1	Objective 2		
	Conduct gap analysis	Develop, implement, monitor and evaluate strategies to address findings of gap analysis		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee 		
Outputs/ Activities	<ul style="list-style-type: none"> • Identify current facility, staff, physical, and mental healthcare resources • Identify barriers to health care • Identify services and needs for additional services (alternative services, nutrition etc.) • Identify current codes vs. necessary health standards • Identify existing partnerships and formal agreements with healthcare specialists and surrounding Tribes • Research needs for elder care services 	<ul style="list-style-type: none"> • Seek additional funding opportunities (endowment funds) • Market services and work with media • Provide incentives for healthy behavior • Categorize disease and prioritize strategies • Offer revenue generating services to fund other services 		
Outcomes/ Results	<ul style="list-style-type: none"> • Complete inventory and identification of funding, human, physical, and environmental resources 	<ul style="list-style-type: none"> • Increased funding • Expanded and enhanced services • Improved health 		
Baseline Data	<ul style="list-style-type: none"> • 2005 Community Needs Survey • 2006 Elder Survey • Patient Survey • WI State Health Rankings • 2006 YRBS Survey • Pire Survey • IHS Master Plan 	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Patient Survey • WI State Health Rankings • Pire Survey • IHS Master Plan 		
Timelines	• To be determined	• To be determined		

Health Goal 2: Promote and Ensure Community and Individual Responsibility Toward Healthy Lifestyles

Categories	Objectives		
	Objective 1 Provide staff training to build an alliance between community and community agencies (Ex: Bridges Out of Poverty)	Objective 2 Enhance community outreach	Objective 3 Provide additional prevention services
Inputs/Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Surrounding communities • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Surrounding communities • Other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Surrounding communities • Other health care institutions
Outputs/Activities	<ul style="list-style-type: none"> • Staff training • Partnership with community to create awareness • Address current community health challenges through education 	<ul style="list-style-type: none"> • Home visits • Health Fairs • Education through Menominee Nation News and the internet • Develop a calendar of activities • Increase health and wellness screening in public entities • Increase prevention programs • Provide health and wellness to targeted groups 	<ul style="list-style-type: none"> • Community education to address lifestyle changes • Establish rewards or incentives to participate in wellness programs • Develop long term wellness plan (lifelong) • Promote individual spirituality to encourage healthy lifestyles • Health screening throughout community
Outcomes/Results	<ul style="list-style-type: none"> • Decrease in the number of 'no-shows' • Understand and work with community we serve • Healthy lifestyles • Increase knowledge and skills of staff and community 	<ul style="list-style-type: none"> • Improved relationships with health care providers • More community and personal involvement • Better coordination of activities by community and agencies: <ul style="list-style-type: none"> ○ Collaborative effort; inter-agency cooperation ○ Increased awareness ○ Reduction in disease and assists with early detection ○ Change in attitude to positive ○ Lower costs of health care 	<ul style="list-style-type: none"> • Early detection • Create awareness and knowledge of unhealthy behaviors • Reduction in unhealthy behavior • Longer life expectancy • Reduced health care costs
Baseline Data	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Current level of training • Occupational Health and Wellness Survey • IHS Master Plan 	<ul style="list-style-type: none"> • 2005 Community Needs Survey • WI State Health Rankings • Occupational Health and Wellness Survey • IHS Master Plan 	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Survey of existing prevention services at all facilities • IHS Master Plan
Timelines	• To be determined	• To be determined	• To be determined

Health Goal 3: Reduce the Affects of Substance Abuse for the Well-being of the Community				
Categories	Objectives			
	Objective 1	Objective 2		
	Identify everyone's role	Increase prevention and treatment		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Surrounding communities 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Surrounding communities 		
Outputs/ Activities	<ul style="list-style-type: none"> • Community education outreach through resource fairs, recreational activities and community events • Develop a handbook of services and frequently asked questions 	<ul style="list-style-type: none"> • Seek funding opportunities • More prevention and treatment services away from center based approach • Incorporate culture 		
Outcomes/ Results	<ul style="list-style-type: none"> • Increased awareness of effects of substance abuse on: <ul style="list-style-type: none"> ○ Individual ○ Family ○ Community • Increased knowledge of services available, processes, and where to go for help 	<ul style="list-style-type: none"> • More funding • Increase in the number of people seeking services • Improved statistics • Improved relationships between community and service providers • Alcohol and drug-free reservation 		
Baseline Data	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Other departmental surveys 	<ul style="list-style-type: none"> • Number of prevention and treatment services 		
Timelines	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 		

VI. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- * Primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- * Primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- * Secondary parties (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

TRIBAL DEPARTMENTS	Health						
	Goal 1		Goal 2			Goal 3	
	Objective 1	Objective 2	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2
Aging	P	P	P*	P	P		
Chairman's Office		S		S		S	
Clinic	P*	P*	P*	P*	P*	S	S
Community Development							
Community Resource Center	S	S	S	P	P	S	S
Conservation							
Courts						S	S
Early Childcare Services	S	S	S	S	S	S	S
Education	S	S	S	S			
Election Commission							
Enrollment							
Environmental Services	S	P	S	S	S		
Finance							S
Food Distribution	S	S	P	P	P		S
Gaming Commission							
General Assistance							S
Head Start	S	S	S	S	S	S	S
Historic Preservation							
Housing				S			
Human Resources			P	S	S	S	S
Information Technology				P			
Insurance	P	P	P	P	P	S	S
Internal Audit							
Johnson O'Malley				S	S		
Language and Culture Department							
Law Enforcement				S	S	P	S
Legal Services	P						
Library			S	S	S		
License and Permits							
Loan Fund							
Maehnowesekiyah Wellness Center	P	P	P	P	P	P*	P*
Maintenance							

TRIBAL DEPARTMENTS	Health						
	Goal 1		Goal 2			Goal 3	
	Objective 1	Objective 2	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2
Menominee Nation News				P			
Probation			P	P	P	P	P
Procurement							
Prosecutor							
Recreation	S	S	P	P	P	S	P
Social Services	S	S	P	P	P	S	S
Tax Commissioner							
Transportation	S	S					S
Tribal Administration	P	S	S	S	S	S	S
Tribal Legislature		S	S	S	S	S	
Tribal School	S		S	S	S	S	S
Trust Resources							
Utilities							
Youth Development and Outreach	S	S	P	P	P	P	P
PARTNERS							
College of Menominee Nation	S		S	S	S		
Community	S		S	S	S		S
East/West University	S		S	S	S		
Menominee Casino	S		S	S	S		
Menominee County	S	S	S	S	S		S
Menominee Indian School District	S		S	S	S		S
Menominee Tribal Enterprises	S		S	S	S		S



Menominee Tribal Clinic Medical Station,
photo courtesy of Menominee Nation
News.



Justice

Menominee Law Enforcement Center



Menominee Hunter Education



Menominee Tribal Courthouse



Menominee Police Force from the past

Section I

- I. Community Survey.....I-1
- II. Workgroup.....I-1
- III. Specific Programs.....I-2
- IV. SWOT Analysis.....I-3
- V. Goals and Objectives.....I-4
- VI. Responsible Parties.....I-9

I. Justice

I. Community Survey

The Community Survey asked respondents a total of eleven questions regarding their perceptions on how well the Tribe, its programs, and its members protect the safety of Tribal members, enforces laws, exercises its inherent sovereignty and its jurisdiction. The survey results revealed the following notable highlights:

- ✧ 52% on-reservation and 36% off-reservation respondents do not believe the Menominee Tribe provides enough resources for law enforcement;
- ✧ 41% off-reservation and 34% on-reservation respondents feel they can count on the Tribal Police for help and protection when needed; and
- ✧ 22% on-reservation and 32% off-reservation respondents feel that they can count on the Tribal Courts when needed, while 32% on-reservation and 19% off-reservation survey respondents feel they cannot count on the Tribal Courts when needed.

For more information concerning the survey results refer to Appendix A.

II. Workgroup

A workgroup comprised of twenty-two professionals and community members was assembled to evaluate the community survey results, identify and address problems and their underlying causes, identify programs that directly address law enforcement, judiciary and sovereignty. The workgroup consisted of the following:

- | | |
|--|---|
| ✧ William Beauprey, Probation Director | ✧ Sid Lepscier, former Menominee County Sheriff |
| ✧ Walter Cox, Conservation Director | ✧ Carmella Peters, Grants Writer |
| ✧ Darwin Dick, former Restorative Justice Coordinator and Youth Advocate | ✧ Gary Schuettpelz, Environmental Services Director |
| ✧ Yvette Ducane, Enrollment Director | ✧ JD Shatswell, Information Technology Director |
| ✧ Gaynelle Hawpetoss, former Enrollment Director | ✧ Robert 'Butch' Summers, Menominee County Sheriff |
| ✧ James Horton, former Housing Director | ✧ Mark Waukau, Menominee Tribal Police Chief |
| ✧ Mary L. Husby, Tribal Social Services Director | ✧ Rebecca Waupoose, Probation and Parole |
| ✧ Mark King, Jail Administrator | ✧ Jeremy Weso, Administrative Manager |
| ✧ Honorable Chief Justice Robert Kittecon | ✧ Shannon Wilber, Youth Development and Outreach |
| ✧ William Kussel, Jr. Legal Services Director | ✧ John Wilhelmi, Program Attorney |
| ✧ Brian Kowalkowski, University of Wisconsin Extension | |
| ✧ Robert Lansing, former Information Technology Director | |

"The Menominee Tribal Court has implemented the Peacemaker Court (Pah Kon Osehcekaew) with volunteer commitment emphasizing established mediation methods and traditional peacemaking teachings in handling legal disputes". – Annual Report 2006

The workgroup met as frequently as twice a month and as infrequently as once a month for over a year. The meetings were open to the public and notices were published in the Menominee Nation News, announced at community meetings, and through broadcast emails.

III. Programs with Specific Emphasis on the Justice System

The workgroup identified the following Tribal programs as resources due to their knowledge and emphasis on law enforcement services, judicial services, Tribal government, sovereignty, and jurisdiction:

- ✦ **Menominee Tribal Police Department** – The department is responsible for developing and overseeing a vast array of programs and services aimed at preserving the peace, protecting the community, and enforcing the laws of the Tribe.
- ✦ **Legal Services** – The department is responsible for providing legal advice and representation to the Legislature, committees, and departments in all civil legal matters involving the Tribe; developing or reviewing ordinances, resolutions and contracts; and interpreting statutes, rules and regulations.
- ✦ **Prosecutor** – The department is responsible for interviewing witnesses and preparing them for trial, continuing ongoing investigations, preparing criminal cases for trial, presenting criminal cases in trials, rendering legal advice and assistance to local law enforcement officials, and litigating cases before the Tribal Court.
- ✦ **Tribal Courts** - The Menominee Tribal Court is a court of general jurisdiction with appellate review operating under the authority of the Menominee Tribal Constitution and By-laws as a separate and equal branch of the Tribal Government. The Menominee Tribal Court provides judicial services to the Menominee Indian Reservation.

FACT:

45% off-reservation and 42% on-reservation survey respondents feel a Teen Court would be very useful on the reservation. – 2005 Community Needs Survey



Menominee Restoration Memorial Walk, photo courtesy of Menominee Nation News.



Emergency Personnel (Fire), photo courtesy of Menominee Nation News.

IV. SWOT Analysis

The workgroup identified the Tribe's overall Strengths, Weaknesses, Opportunities and Threats, utilizing what is typically known as a SWOT Analysis. The workgroup's SWOT Analysis appears as follows:

STRENGTHS

- Fast response time
- Well trained officers
- High standards
- Experienced officers
- Visibility of officers
- More opportunity – equipment money
- Clear boundaries
- Facilities
- Laws and Ordinances
- On-going training
- Involvement in community programs
- Multi-jurisdictional coordination
- Sovereignty
- Emergency Management Plan
- Emergency Management Training
- Educational outreach
 - Safety courses
 - Crime stoppers
 - Cadet program
 - Neighborhood watch

WEAKNESSES

- Laws, ordinances, and codification
- Emergency Management Plan
- Funding
- Lack of communication between branches of government
- Over-reaction to minor incidents
- Technology
- Coverage in some areas
- Capital/Equipment Improvement Plan
- Collaboration w/outside agencies
- Facilities – Conservation and Jail
- Outside investigation process
- Indigent representation
- On-going training and education: staff shortage in all areas, non-sworn personnel, and fitness of officers.
- More community policing
- Police investigations
 - Procedures
 - Follow through
- Limited juvenile detention/opportunities
- Lack of internal coordination
- Minimal multi-jurisdictional coordination

OPPORTUNITIES

- Positive public relations
- Grant opportunities
- Child support
- Child protection
- Homeland security
- Revise/amendment of ordinances
- Emergency Management Plan
- Funding
- Sovereignty
- Codification
- Collaboration with outside agencies
- Open communication between Legislature and Judiciary
- Capital/Equipment Improvement Plan
- Jurisdictional coordination
- Juvenile detention facilities/alternatives
- On-going training

THREATS

- Federal/State/Tribal/Local -shifting priorities
- Sovereignty
- Multi-jurisdictional coordination
- Funding
- Emergency Management Plan
- Unclear jurisdictional status
- Erosion of constitutional right of representation

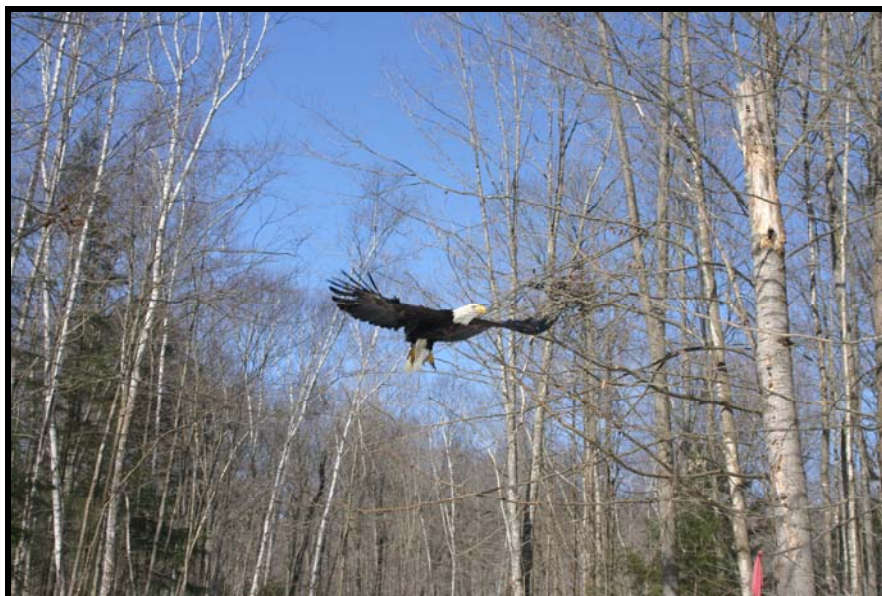
V. Goals and Objectives

In the Justice Service Area the workgroup developed three goals and fourteen objectives. These goals include the following:

- 🦅 **Goal 1** – Gap Analysis
- 🦅 **Goal 2** – Strengthen the Infrastructure Necessary to Support an Efficient and Effective Justice System
- 🦅 **Goal 3** – Maintain and Expand Tribe’s Inherent Jurisdiction and Sovereignty

Through the evaluation and monitoring process, goals may be modified or new goals may be added with the approval of the Legislature. You can find more details in the tabular summaries provided in the next pages of this section. The tabular summary highlights the objectives of each goal and includes details such as:

- 🦅 **Inputs/Resources** – The workgroup identified the resources available to begin to carry out the goal’s objectives.
- 🦅 **Outputs/Activities** – The workgroup identified activities necessary for Tribal departments and/or partners to work toward the completion of the goal’s objectives.
- 🦅 **Outcomes/Results** – The workgroup identified the intended results of the program activities that complete the goal’s objectives and ultimately work toward completing the specific goal.
- 🦅 **Baseline Data** – The workgroup identified documents and statistical information that may be used to support the implementation of the objective.
- 🦅 **Timelines** – The workgroup established timelines for the completion of the objectives; in most cases it was determined by the workgroup that progress will be reviewed on an annual basis.



Menominee Conservation Department Eagle Release, photo courtesy of Menominee Nation News.

Justice Goal 1: Gap Analysis				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	
	Identify current resources, barriers and needs for Law Enforcement and Court System	Gap Analysis of current crime reduction strategies	Perform human resource audit on all Justice System personnel	
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Constitution and By-laws • Tribal Ordinances • Enforcement and Resource Protection Committee • Budget and Finance Committee • Conservation Commission • Technology plan • External law enforcement agencies 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Constitution and By-laws • Tribal Ordinances • Enforcement and Resource Protection Committee • Health and Family Services Committee • External law enforcement agencies 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Tribal Ordinances • Enforcement and Resource Protection Committee • 40 BIAM • Existing staff • External law enforcement agencies • Other educational institutions 	
Outputs/ Activities	<ul style="list-style-type: none"> • Identify existing facilities, technology, and equipment • Identify relevant ordinances • Identify/review relationships and agreements with outside agencies • Identify current services • Review existing funding levels and sources 	<ul style="list-style-type: none"> • Identify successful and unsuccessful crime reduction programs • Catalog crime statistics • Identify prevention programs • Identify tribal, federal and state laws that impact crime 	<ul style="list-style-type: none"> • Identify existing personnel skill levels • Measure compliance with mandated responsibilities 	
Outcomes/ Results	<ul style="list-style-type: none"> • Complete inventory and identification of: <ul style="list-style-type: none"> ○ Funding and physical resources ○ Current and available services 	<ul style="list-style-type: none"> • Quantifiable information on successful programs, strengths, weaknesses, and barriers to success 	<ul style="list-style-type: none"> • Assure compliance with Federal, State, Tribal and local regulations • Identification of ideal skill sets/education levels 	
Baseline Data	<ul style="list-style-type: none"> • Tribe's budget process • Property Management and Acquisition inventory • Bureau of Indian Affairs inventory list 	<ul style="list-style-type: none"> • Grants funded, refunded, and denied • Police reports and recidivism rates • Facts and Figures • Existing crime reduction programs • Bureau of Justice statistics • Census of Tribal Justice agencies 	<ul style="list-style-type: none"> • Existing personnel skills levels • Existing training programs and standards 	
Timeline	• To be determined	• To be determined	• To be determined	

Justice Goal 2: Strengthen the Infrastructure Necessary to Support an Efficient and Effective Justice System

Categories	Objectives			
	Objective 1 Establish a mechanism by which the Judiciary and MTL exchange information on needs, common goals and objectives	Objective 2 Ensure all areas of the Justice System are fully funded	Objective 3 Development of a codified system of laws	Objective 4 Decrease crime by increasing collaboration
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Constitution and By-laws • Enforcement and Resource Protection Committee • Budget and Finance Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Constitution and By-laws • Budget and Finance Committee • Investment Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Constitution and By-laws • Tribal Ordinances • Enforcement and Resource Protection Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Tribal Ordinances • Enforcement and Resource Protection Committee • Conservation Commission • External law enforcement agencies
Outputs/ Activities	<ul style="list-style-type: none"> • Develop a communication protocol • Establish quarterly meetings between the Legislature and the Judiciary 	<ul style="list-style-type: none"> • Establish funding priorities based on gap analysis • Pursue grant writing aimed at addressing unmet need 	<ul style="list-style-type: none"> • Obtain funding to codify ordinances • Codify ordinances 	<ul style="list-style-type: none"> • Identify successful and unsuccessful crime reduction programs • Educational outreach • Implement proactive programming • Create incentives and rewards to reinforce positive behavior • Developing memorandums of understanding/ agreement with others • Incorporate cultural component in crime programs and punishment
Outcomes/ Results	<ul style="list-style-type: none"> • Improved communications • Well defined expectations • Appreciation for each other's roles, responsibilities, and authority 	<ul style="list-style-type: none"> • Improved functioning of justice system • Reduction in backlog of appeals • Improved protection of tribal resources • Reduction of repeated offenses • Healthier and safer community • Improved justice through speedy trials 	<ul style="list-style-type: none"> • A systematic code of all ordinances arranged by titles • Compliance with constitutional requirement • Overall efficient operation systems for justice system 	<ul style="list-style-type: none"> • Reduced crime • Improved relationships between agencies and community • Partnership agreements
Baseline Data	<ul style="list-style-type: none"> • Frequency with which branches currently communicate 	<ul style="list-style-type: none"> • Unmet needs • Current caseload and backlog of cases 	<ul style="list-style-type: none"> • No code 	<ul style="list-style-type: none"> • Current crime statistics • Number of programs aimed at reducing crime • Partnership agreements • 2005 Community Needs Survey and other surveys
Timeline	• To be determined	• To be determined	• Annually	• To be determined

Justice Goal 2 (cont...)				
Categories	Objectives			
	Objective 5 Preservation of the doctrine of the separation of powers within the tribal structure	Objective 6 Create strategic alliances with surrounding communities to share training costs	Objective 7 Full Seat of Supreme Court	Objective 8 Enhance legal representation for anyone subject to Menominee Tribal Court jurisdiction
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Constitution and By-laws • Historical documents • Menominee Restoration Act • Native American Rights Fund (Organization contracted to assist in the drafting of the Tribe's Constitution during Restoration) 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee • Budget and Finance Committee • Conservation Commission • External law enforcement and educational agencies 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Constitution and By-laws • Enforcement and Resource Protection Committee • Budget and Finance Committee • Tribal Judiciary and Interim Law and Order Code (Ordinance No. 79-14) 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee • Budget and Finance Committee • Governmental Affairs Committee • Wisconsin Judicare
Outputs/ Activities	<ul style="list-style-type: none"> • Enforce the boundary between the Legislature and the Judiciary as established by the Constitution • Include the topic of separation of powers in the legislative orientation • Include the topic of separation of powers in the judge selection process 	<ul style="list-style-type: none"> • Multi-jurisdictional meetings • Develop training calendar • Assess funding options • Create and execute memorandum of understanding with surrounding communities and agencies 	<ul style="list-style-type: none"> • Obtain funding to appoint all necessary Associate Justices • Appoint all necessary Associate Justices 	<ul style="list-style-type: none"> • Obtain funding • Establish a public defender and legal services office • Amend Ordinance No. 95-04 to add Public Defender's Office to the Administrative Structure
Outcomes /Results	<ul style="list-style-type: none"> • Appreciation for each other's roles, responsibilities, and authority 	<ul style="list-style-type: none"> • Improved skill set of staff • Increased training opportunities 	<ul style="list-style-type: none"> • Fully seated Supreme Court • Reduce backlog of appeals: dispensing of justice 	<ul style="list-style-type: none"> • Legal services available to those who cannot afford it • Increased efficiency and effectiveness of the judicial system • Improved delivery of legal representation • Restored faith in the justice system – individual rights protected
Baseline Data	<ul style="list-style-type: none"> • Current understanding of separation of powers 	<ul style="list-style-type: none"> • Existing partnerships • Current training opportunities 	<ul style="list-style-type: none"> • Number of years without a fully seated Supreme Court • Number and age of backlog of cases 	<ul style="list-style-type: none"> • Number of defendants without legal representation • Current legal resources for public
Timeline	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined

Justice Goal 3: Maintain and Expand Tribe's Inherent Jurisdiction and Sovereignty

Categories	Objectives			
	Objective 1 Compile all relevant and historical documents that define Tribe's jurisdiction and sovereignty	Objective 2 Develop and adopt a Treatise on Tribe's jurisdiction and sovereignty	Objective 3 Apply and enforce Treatise	
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee • Conservation Commission • Outside governments 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee • Governmental Affairs Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee • Governmental Affairs Committee 	
Outputs/ Activities	<ul style="list-style-type: none"> • Research historical records of the Tribe to identify which documents define, limit and restrict Tribe's jurisdiction and sovereignty • Review U.S. Constitution, treaties, and federal and state laws • Conduct interviews with legal scholars • Develop repository of information 	<ul style="list-style-type: none"> • Assemble a team to begin developing a treatise (legal essay) • Contract with any law firm(s) necessary to assist in the development of the treatise • Draft treatise • Recommend approval of the treatise by the Legislature 	<ul style="list-style-type: none"> • Distribute copies of the treatise to departments and make it available to the entire community • Provide educational sessions to everyone on the treatise • Incorporate training on the treatise in legislative orientation sessions • Incorporate training on the treatise in judge selection process 	
Outcomes /Results	<ul style="list-style-type: none"> • Complete identification of critical documents relating to Tribe's jurisdiction and sovereignty • Make laws available to the public 	<ul style="list-style-type: none"> • Treatise that: <ul style="list-style-type: none"> ○ Explains federal Indian policy and the Tribe's unique rights, privileges, and authority granted to it by U.S. Constitution, Treaties, Federal law, etc. ○ Explains roles and responsibilities of Federal, State and Tribal government 	<ul style="list-style-type: none"> • Better protection of Jurisdiction and Sovereignty • Full exercise of Jurisdiction and Sovereignty • Identification of territorial boundaries • Self-Determination • Better understanding of government-to-government relationship • Better relationship with neighbors • Defined leadership role • Establish clear guidelines of authority 	
Baseline Data	<ul style="list-style-type: none"> • Current availability of historical documents 	<ul style="list-style-type: none"> • No Treatise 	<ul style="list-style-type: none"> • Current knowledge and awareness of Tribe's jurisdiction and sovereignty 	
Timeline	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • To be determined 	

VI. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- ✦ Primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- ✦ Primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- ✦ Secondary parties (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

TRIBAL DEPARTMENTS	Justice													
	Goal 1			Goal 2								Goal 3		
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7	Objective 8	Objective 1	Objective 2	Objective 3
Aging	S													
Chairman's Office	S			S			S	P				P	P	P*
Clinic														
Community Development														
Community Resource Center		S					S							
Conservation	P	S	P	S	P		P		P			S	S	S
Courts	P*	S	P	P*	P	S	P	P*	P	P*	P	P	P	P
Early Childcare Services														
Education														
Election Commission														
Enrollment														
Environmental Services							S		P					S
Finance	S				S				S		S			
Food Distribution														
Gaming Commission													S	
General Assistance														
Head Start							S							
Historic Preservation							S					P		
Housing														
Human Resources			P*						P					
Information Technology	P	S	S						S					
Insurance														
Internal Audit														
Johnson O'Malley		S					S							
Language and Culture Department							S							
Law Enforcement	P*	P	P	S	S	S	P*	P	P*			P		P
Legal Services	S	S	P	S	S	P*	S		S	S	P	P*	P*	P
Library														
License and Permits														
Loan Fund														
Maehnowesekiyah Wellness Center		S					S							
Maintenance														

TRIBAL DEPARTMENTS	Justice													
	Goal 1			Goal 2								Goal 3		
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7	Objective 8	Objective 1	Objective 2	Objective 3
Menominee Nation News							S							S
Probation	P	S	P	S	P	S	S		S					P
Procurement	S	S			S			P			S			
Prosecutor	P	P*	P	S	P	S	S	P	S	S	P			P
Recreation		S			S		S							
Social Services	S	S			S		S							S
Tax Commissioner														
Transportation														
Tribal Administration					P	S	S		P	S	P*			
Tribal Legislature		S		P*			S	P*		P	P	P	P	P
Tribal School							S							
Trust Resources														P
Utilities														
Youth Development and Outreach		S			S		S		S					
PARTNERS														
Woodland Boys and Girls Club					S		S							
Bureau of Indian Affairs		S												S
Collaborative Council							P							
College of Menominee Nation			S				S		S					
Community				S	S		S	S						
East/West University			S				S		S					
Menominee Casino														
Menominee County		S					S		P					S
Menominee Indian School District					S		S							
Menominee Tribal Enterprises														
Nataenawemakanok (YSP)					S		P							



Menominee Restoration Memorial, photo courtesy of Department of Administration.



The Wolf River is the main river traversing the reservation, and is designated as a component to the national wild scenic rivers system through the “Wild and Scenic River Act,” photo courtesy of Menominee Nation News



Forest Ecologist Doug Cox provides important updates about the development of the Integrated Resources Management Plan and the protection of the forest lands, water and land resources, and fish and wildlife to the Menominee community. Photo courtesy of Menominee Nation News



Natural Resources

Wisconsin Black Bear



Elder Youth Catch & Release Fishing



Bald Eagle Release



Conservation Training

Section J

- I. Community Survey..... J-1
- II. Workgroup..... J-1
- III. Specific Programs..... J-2
- IV. SWOT Analysis.....J-3
- V. Goals and Objectives.....J-4
- VI. Responsible Parties..... J-30

J. Natural Resources

I. Community Survey

The Community Survey asked respondents a total of six questions regarding their perceptions on how well the Tribe, its programs, and its members educate the community about natural resources and enforce laws to protect natural resources. The survey results revealed the following notable highlights:

- ✿ 70% on-reservation and 66% off-reservation survey respondents indicated they are satisfied with the quality of air on the reservation;
- ✿ 67% on-reservation and 56% off-reservation survey respondents indicated they are satisfied with the quality of wildlife on the reservation;
- ✿ 52% on-reservation and 46% off-reservation survey respondents indicated they are satisfied with the quality of lakes and rivers on the reservation; and
- ✿ 23% on-reservation and 24% off-reservation survey respondents indicated they are satisfied with the current management of natural resources on the reservation.

“Sustainability and sustain yield differentiate in definition; we need to define sustainability as it relates to the Tribe’s vision”. – Douglas Cox

For more information concerning the survey results refer to Appendix A.

II. Workgroup

A workgroup comprised of twenty-one professionals and community members was assembled to evaluate the community survey results, identify and address problems and their underlying causes, identify programs that directly address the following: Forest Management., Land Use, Water Use, and Fish and Wildlife. The workgroup consisted of the following:

- | | |
|---|---|
| ✿ Jeremy Bennet, Menominee Tribal Enterprises Fire | ✿ Brian Kowalkowski, University of Wisconsin Extension |
| ✿ Christopher Caldwell, Trust Resources Compliance Officer | ✿ Marshall Pecore, Menominee Tribal Enterprises Forest Manager |
| ✿ David Congos, former Bureau of Indian Affairs Trust Forester | ✿ Jeremy Pyatskowitz, Environmental Services Department |
| ✿ Doug Cox, Menominee Tribal Enterprises Ecologist | ✿ Jonathan Pyatskowitz, Environmental Services Department |
| ✿ Walter Cox, Conservation Department Director | ✿ Donald J. Reiter, Conservation Department |
| ✿ Sid Dodge, Community Member | ✿ Gary Schuettepelz, Environmental Services Director |
| ✿ Todd Every, Community Development Director | ✿ Jeremy Johnson, Menominee County Forester |
| ✿ The late Al Fowler, former Conservation Director | ✿ Gerald Warrington, Tribal Maintenance |
| ✿ David ‘Nahwahquaw’ Grignon, Historic Preservation Department Director | ✿ Ronald Waukau, Menominee Tribal Enterprises Fire and Tribal Forestry |
| ✿ James Horton, former Housing Director | ✿ Colleen Waukechon, former Community Development Secretary/Lead Worker |
| ✿ Mary James, former Land Use Planner | |

The workgroup met as frequently as twice a month and as infrequently as once a month for over a year. The meetings were open to the public and notices were published in the Menominee Nation News, announced at community meetings, and through broadcast emails.

The efforts of this workgroup were also supported by an Integrated Resources Management grant awarded to the Tribe by the Bureau of Indian Affairs. This grant helped the Tribe create an integrated resources management plan, a copy of which can be obtained from the Environmental Services Department. The goals and objectives described in this plan are a summary of the goals and objectives identified in the Integrated Resources Management Plan.

III. Programs with Specific Emphasis on Natural Resources

The workgroup identified the following Tribal programs and partners as resources due to their knowledge about natural resources management, land use, water use, and fish and wildlife:

- ✦ **Environmental Services** – The department is responsible for programs and services aimed at implementing, monitoring and enforcing the various health, safety, and environmental laws of the Tribe.
- ✦ **Conservation** – The department is responsible for implementing and enforcing conservation laws of the Tribe, assessing the well-being of wildlife populations, and encouraging the use of sound conservation practices by hunters, fishermen, and trappers.
- ✦ **Menominee Tribal Enterprises (MTE)** – This entity is committed to excellence in the sustainable management of the forest, and the manufacturing of lumber and forest products.
- ✦ **Trust Resources** – The department of Trust Resources Compliance and Enforcement is responsible for monitoring the compliance of the Tribe's contractor in the management and development of the Tribe's forest.
- ✦ **Community Development** – The department is responsible for developing and overseeing a vast array of programs and services aimed at developing community infrastructure and conducting long-term and short-term planning in the development of the community.

FACT:

73% off-reservation and 67% on-reservation survey respondents feel the environment is an essential aspect of life in the Menominee Community. – 2005 Community Needs Survey



Menominee elder and youth harvesting wild rice, photo courtesy of Historic Preservation.



Youth and elder gathering saplings on the Menominee Indian Reservation, photo courtesy of Historic Preservation.

IV. SWOT Analysis

The workgroup identified the Tribe's overall Strengths, Weaknesses, Opportunities and Threats, utilizing what is typically known as a SWOT Analysis. The workgroup's SWOT Analysis appears as follows:

STRENGTHS

- Land base
- Long-term consistent employees
- Dedicated employees
- Funding
- Strategic planning
- Tribal government support
- Support of community
- History of Menominee Indian Tribe of Wisconsin
- Resources
- Sustainable philosophy
- Language/Culture
- Sovereignty

WEAKNESSES

- Departmental collaboration
- Communication
- Education
- Lack of understanding and priority by tribal government
- Funding
- Strategic planning
- Respect for environment and natural resources
- Inconsistency of documents/ordinances
- Balance of sustainability
- Constitution
 - Stumpage

OPPORTUNITIES

- Positive public relations
- Natural resource division
- Funding
- Education to gain community support
- Increase support by tribal government
- Sustainability
- Sovereignty
- Constitution
 - Stumpage
- Coordination
 - Federal
 - State
 - Tribal
 - Local

THREATS

- Federal/State/Tribal/Local -shifting priorities
- Funding
- Inconsistency of documents/ordinances
- Natural disasters
- Invasive species
- Man-made disasters
- Lack of understanding and priority by tribal government
- Sovereignty
 - Treaty rights
- Coordination
 - Federal
 - State
 - Tribal
 - Local

V. Goals and Objectives

In the Natural Resources Service Area the workgroup developed twenty-two goals and sixty-two objectives. These goals and objectives are included the following focus areas:

- 🐾 **Forest Management**
- 🐾 **Land Use**
- 🐾 **Water Use**
- 🐾 **Fish and Wildlife**

Through the evaluation and monitoring process, goals may be modified or new goals may be added with the approval of the Legislature. You can find more details in the tabular summaries provided in the next pages of this section. The tabular summary highlights the objectives of each goal and includes details such as:

- 🐾 **Inputs/Resources** – The workgroup identified the resources available to begin to carry out the goal's objectives.
- 🐾 **Outputs/Activities** – The workgroup identified activities necessary for Tribal departments and/or partners to work toward the completion of the goal's objectives.
- 🐾 **Outcomes/Results** – The workgroup identified the intended results of the program activities that complete the goal's objectives and ultimately work toward completing the specific goal.
- 🐾 **Baseline Data** – The workgroup identified documents and statistical information that may be used to support the implementation of the objective.
- 🐾 **Timelines** – The workgroup established timelines for the completion of the objectives; in most cases it was determined by the workgroup that progress will be reviewed on an annual basis.



The Wolf River on the Menominee Indian Reservation, photo courtesy of Menominee Nation News

Natural Resources Goal 1: Forest Management – Improve Environmental/Cultural Protection				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	Objective 4
	Develop standard Best Management Practices (BMP) ordinance	Improve procedure for prescription approval through a multi-disciplinary approach	Identify sources of natural threats and develop invasive species management plan	Assess pesticide potential effects on traditional plant harvesting
Inputs/Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Forestry Committee • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Forestry Committee • Funding
Outputs/Activities	<ul style="list-style-type: none"> • Creation of Best Management Practices (BMP) ordinance a) Training staff 	<ul style="list-style-type: none"> • Creation of categorical form and procedure to include signatures of critical departments (multi-disciplinary approach) 	<ul style="list-style-type: none"> • Create a plan to address natural threats (fire, wind, insect, disease) • Create Invasive Species Management Plan 	<ul style="list-style-type: none"> • Included within protocol for pesticide
Outcomes/Results	<ul style="list-style-type: none"> • Education/awareness for staff 	<ul style="list-style-type: none"> • Involve all appropriate departments a) Strengthen Forest Management Plan to improve procedure 	<ul style="list-style-type: none"> • Minimize impacts of natural threats • Prevent impacts of invasive species 	<ul style="list-style-type: none"> • Protection of traditional plants and harvest activities
Baseline Data	<ul style="list-style-type: none"> • Wisconsin Best Management Practices Handbook • Menominee Indian Tribe of Wisconsin Ordinance No. 05-22 	<ul style="list-style-type: none"> • Forest Management Plan 	<ul style="list-style-type: none"> • Forest Management Plan • Fire Management Plan 	<ul style="list-style-type: none"> • Menominee Indian Tribe of Wisconsin Pesticide Protocol
Timeline	<ul style="list-style-type: none"> • To begin at implementation and completion within one year 	<ul style="list-style-type: none"> • To begin at implementation and completion within six months 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year

Natural Resources Goal 1 (Cont...)				
Categories	Objectives			
	Objective 5			
	Seek additional funding to create lobbying plan			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Governmental Affairs Committee • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Forestry Committee • Proposed Menominee Indian Tribe of Wisconsin Lobbying Plan • Funding 			
Outputs/ Activities	<ul style="list-style-type: none"> • Seek grant funded opportunities a) Draft plan 			
Outcomes/ Results	<ul style="list-style-type: none"> • Reduce costs to Menominee Indian Tribe of Wisconsin and Menominee Tribal Enterprise a) Improve lobbying efforts b) Funding to support short-fall 			
Baseline Data	<ul style="list-style-type: none"> • Current 638 Contracts • Inter-tribal Timber Council 			
Timeline	<ul style="list-style-type: none"> • One year 			

Natural Resources Goal 2: Forest Management – Improve Planning				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	Objective 4
	Develop a more current and comprehensive Forest Management Plan	Improve procedure for prescription approval through a multi-disciplinary approach	Identify a holistic approach in Forest Management	Develop a more current and comprehensive Fire Management Plan
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Menominee Tribal Enterprise Board • Forestry Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Menominee Tribal Enterprise Board • Forestry Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Menominee Tribal Enterprise Board • Forestry Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix • Menominee Tribal Enterprise Board • Wisconsin Department of Natural Resources Fire Control • Forestry Committee
Outputs/ Activities	<ul style="list-style-type: none"> • Revised Forest Management Plan a) Develop tribal community involvement process 	<ul style="list-style-type: none"> • Creation of categorical form to include signatures of critical departments (multi-disciplinary approach) 	<ul style="list-style-type: none"> • Develop a holistic approach in Forest Management through multi-disciplinary approach 	<ul style="list-style-type: none"> • Revised Fire Management Plan with the inclusion of wild land fire situation analysis a) Develop tribal community involvement process
Outcomes/ Results	<ul style="list-style-type: none"> • Improved management approach a) Increase community involvement b) Identify more opportunities for community involvement 	<ul style="list-style-type: none"> • Involves all appropriate departments 	<ul style="list-style-type: none"> • Recognition of holistic approach through involvement of multi-agency/departments a) Approve procedure to include holistic approach 	<ul style="list-style-type: none"> • Improved management approach a) Increase community involvement b) Identify more opportunities for community involvement
Baseline Data	<ul style="list-style-type: none"> • Existing Forest Management Plan • Forest Management Plan listening session notes • Wisconsin Department of Natural Resource Forest Management Guidelines 	<ul style="list-style-type: none"> • Existing Forest Management Plan 	<ul style="list-style-type: none"> • Existing Forest Management Plan • WI Department of Natural Resource Forest Management Guidelines 	<ul style="list-style-type: none"> • Current Fire Management Plan • Wisconsin Department of Natural Resource Agreement
Timeline	• One year	• Six months	• One year	• One year

Natural Resources Goal 3: Forest Management – Develop Economic Opportunities

Categories	Objectives		
	Objective 1 Perform Gap Analysis	Objective 2 Create Tribal Marketing Plan	Objective 3 Increase funding sources to provide training and employment
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • United States Department of Agriculture • Geographical Information System • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • United States Department of Agriculture • Geographical Information System • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • United States Department of Agriculture • Geographical Information System • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force
Outputs/ Activities	<ul style="list-style-type: none"> • Expand opportunities to utilize forest product value 	<ul style="list-style-type: none"> • Develop feasibility and marketing study 	<ul style="list-style-type: none"> • Seek additional external funding for training and employment
Outcomes/ Results	<ul style="list-style-type: none"> • Diversifying forest product value <ul style="list-style-type: none"> a) Increased utilization of forest products 	<ul style="list-style-type: none"> • Identify marketing opportunities 	<ul style="list-style-type: none"> • Enhance skill set for staff and increase employment opportunities <ul style="list-style-type: none"> a) Track and measure fully trained staff and employment
Baseline Data	<ul style="list-style-type: none"> • Menominee Tribal Enterprise marketing studies 	<ul style="list-style-type: none"> • Menominee Tribal Enterprise marketing studies 	<ul style="list-style-type: none"> • No existing data
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Three months

Natural Resources Goal 4: Forest Management – Improve Communication				
Categories	Objectives			
	Objective 1	Objective 2		
	Perform gap analysis of existing communication	Develop Communication Plan		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • United States Department of Agriculture • Geographical Information System • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • United States Department of Agriculture • Geographical Information System • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force 		
Outputs/ Activities	<ul style="list-style-type: none"> • Results of analysis 	<ul style="list-style-type: none"> • Creation of Communication Plan 		
Outcomes/ Results	<ul style="list-style-type: none"> • Increase employee and community involvement and communication 	<ul style="list-style-type: none"> • Improved communication of forest management issues 		
Baseline Data	<ul style="list-style-type: none"> • Forest Management Plan listening session notes 	<ul style="list-style-type: none"> • Menominee Indian Tribe of Wisconsin Communication Protocol • No current departmental communication plan 		
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year 		

**Natural Resources Goal 5: Forest Management –
Increase Environmental Education for the Menominee Community**

Categories	Objectives			
	Objective 1	Objective 2	Objectives 3	
	Review existing curriculum and revise or create new	Increase internship opportunities	Increase use of media to inform and educate public	
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix • School Boards 	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix 	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix 	
Outputs/ Activities	<ul style="list-style-type: none"> • Work with schools to develop curriculum for environmental and cultural education 	<ul style="list-style-type: none"> • Provide training to our youth 	<ul style="list-style-type: none"> • Increase community education of forest resources 	
Outcomes/ Results	<ul style="list-style-type: none"> • Better understanding of the need to protect environment and cultural sites 	<ul style="list-style-type: none"> • Promote environmental education opportunities in relation to forest management issues <ul style="list-style-type: none"> a) More internships awarded 	<ul style="list-style-type: none"> • More informed community on forest resource management 	
Baseline Data	<ul style="list-style-type: none"> • Current curriculum 	<ul style="list-style-type: none"> • Existing internship opportunities 	<ul style="list-style-type: none"> • Menominee Nation News • Local papers • Local radio stations 	
Timeline	<ul style="list-style-type: none"> • Two years 	<ul style="list-style-type: none"> • To begin at implementation and completion within one year 	<ul style="list-style-type: none"> • Two years 	

Natural Resources Goal 6: Forest Management –Amendment of the Menominee Constitution

Categories	Objectives			
	Objective 1	Objective 2		
	Gap analysis of forest operations and operational structure	Define stumpage and identify payment options		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Forestry Committee • Funding 	<ul style="list-style-type: none"> • Constitution Ad Hoc Committee • Menominee Tribal Enterprise Work Group identified in Ordinance No. 02-22 • Forestry Committee 		
Outputs/ Activities	<ul style="list-style-type: none"> • Research <ul style="list-style-type: none"> a) Update forestry operation/ organizational structure 	<ul style="list-style-type: none"> • New policy regarding forestry operation <ul style="list-style-type: none"> a) Amendment of Tribal constitution b) Update organization structure within forestry 		
Outcomes/ Results	<ul style="list-style-type: none"> • Define stumpage payment process 	<ul style="list-style-type: none"> • New policy for payment of stumpage <ul style="list-style-type: none"> a) Amend Tribal constitution 		
Baseline Data	<ul style="list-style-type: none"> • Menominee Constitution Article XII • Menominee Tribal Enterprise Management Plan • Existing structure 	<ul style="list-style-type: none"> • Menominee Constitution • Menominee Indian Tribe of Wisconsin Ordinance No. 02-22 		
Timeline	<ul style="list-style-type: none"> • Two years 	<ul style="list-style-type: none"> • Two years 		

Natural Resources Goal 7: Land Use – Increase Effectiveness of Ordinances and Regulations				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	Objective 4
	Assure strict adherence to zoning ordinances and regulations	Educate community and Tribal leaders on zoning procedures and regulations	Implement building codes	Revision of Land Use Plan
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • MITW Zoning Ordinance • Community Development Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix • MITW Zoning Ordinance • Community Development Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix • MITW Zoning Ordinance • Community Development Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix • MITW Zoning Ordinance • Community Development Committee
Outputs/ Activities	<ul style="list-style-type: none"> • Develop protocol for zoning by amendment to ordinance 	<ul style="list-style-type: none"> • Provide training to Tribal leaders 	<ul style="list-style-type: none"> • Training of staff on newly adopted codes 	<ul style="list-style-type: none"> • Revise and update existing plan
Outcomes/ Results	<ul style="list-style-type: none"> • Involve staff and community as protocol a) Hire Building/ Zoning Administrator b) Involve staff and community as part of protocol c) Assure stricter enforcement 	<ul style="list-style-type: none"> • Increase community education on zoning procedures a) Zoning decisions made at committee level not MTL 	<ul style="list-style-type: none"> • Implementation of codes 	<ul style="list-style-type: none"> • Input of appropriate technical staff
Baseline Data	<ul style="list-style-type: none"> • Existing Zoning Ordinance 	<ul style="list-style-type: none"> • Final Zoning decisions made by Menominee Tribal Legislature 	<ul style="list-style-type: none"> • Wisconsin Building Codes • Uniform Building Codes 	<ul style="list-style-type: none"> • Current Land Use Plan
Timeline	• One year	• One and one half years	• Two years	• Two years

Natural Resources Goal 7 (Cont...)				
Categories	Objectives			
	Objective 5 Create Land Acquisition Plan			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in matrix • Community Development Committee • Funding 			
Outputs/ Activities	<ul style="list-style-type: none"> • Develop plan 			
Outcomes/ Results	<ul style="list-style-type: none"> • Coordinate involved parties 			
Baseline Data	<ul style="list-style-type: none"> • No existing plan 			
Timeline	<ul style="list-style-type: none"> • Two years 			

Natural Resources Goal 8: Land Use - Address Sustained Yield Lands

Categories	Objectives		
	Objective 1 Define sustained yield lands	Objective 2 Improve/develop procedure for removal and addition of sustained yield lands	Objective 3 Educate community and tribal leaders on sustained yield
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Forestry Committee • Community Development Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Community Development Committee • Forestry Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix
Outputs/ Activities	<ul style="list-style-type: none"> • Develop definition 	<ul style="list-style-type: none"> • Review existing policy/procedure a) Implementation of procedure 	<ul style="list-style-type: none"> • Provide training/information to tribal leaders and community, build into MTL orientation process
Outcomes/ Results	<ul style="list-style-type: none"> • Clarify land status a) Map of areas 	<ul style="list-style-type: none"> • Better understanding and efficiency when making land decisions 	<ul style="list-style-type: none"> • Increase community education on sustained yield lands
Baseline Data	<ul style="list-style-type: none"> • Current mapping systems and surveys 	<ul style="list-style-type: none"> • MTL resolution and maps • Bureau of Indian Affairs processes 	<ul style="list-style-type: none"> • Public involvement
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Two years 	<ul style="list-style-type: none"> • One year

Natural Resources Goal 9: Land Use - Maintain and Improve Infrastructure				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	Objective 4
	Perform gap analysis of sanitation district	Improve and enforce existing ordinance and regulations	Develop community public relations on solid waste issues	Perform gap analysis on roads maintenance
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Legend Lake Property Owners Association • Legend Lake District 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Funds • Enforcement and Resource Protection Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Roads Work Group • Funding
Outputs/ Activities	<ul style="list-style-type: none"> • Evaluate potential for Legend Lake sanitation district 	<ul style="list-style-type: none"> • Develop protocol for zoning and development 	<ul style="list-style-type: none"> • Provide training to tribal leaders and staff 	<ul style="list-style-type: none"> • Evaluate roads maintenance approach <ol style="list-style-type: none"> a) Increase roads maintenance capabilities (staff and equipment)
Outcomes/ Results	<ul style="list-style-type: none"> • Identify feasibility of sanitation district 	<ul style="list-style-type: none"> • Increase enforcement and understanding of ordinances 	<ul style="list-style-type: none"> • Increase community education on solid waste and dumping 	<ul style="list-style-type: none"> • Increase utilization of available resources to carry out roads maintenance
Baseline Data	<ul style="list-style-type: none"> • No current data 	<ul style="list-style-type: none"> • Existing ordinances and regulations 	<ul style="list-style-type: none"> • Solid Waste Management Plan • College of Menominee Nation study • Solid Waste Study (Environmental Protection Agency) 	<ul style="list-style-type: none"> • Indian Reservation Roads Inventory
Timeline	<ul style="list-style-type: none"> • Begin at year two and completed by year three 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Begin at year two and completed by year three

Natural Resources Goal 10: Land Use – Increase Housing Opportunities				
Categories	Objectives			
	Objective 1 Perform gap analysis	Objective 2 Identify additional housing locations	Objective 3 Continue to address housing/ tenant policy	Objective 4 Develop inter-department communication procedure
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Housing Committee • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Housing Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Housing Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix
Outputs/ Activities	<ul style="list-style-type: none"> • Purchase additional acreage for housing opportunities 	<ul style="list-style-type: none"> • Utilize new protocol for sustained yield lands 	<ul style="list-style-type: none"> • Revise policy as needed 	<ul style="list-style-type: none"> • Procedure development
Outcomes/ Results	<ul style="list-style-type: none"> • Identify available lands for purchase through multi-disciplinary approach 	<ul style="list-style-type: none"> • Increase available housing sites 	<ul style="list-style-type: none"> • Increase tenant satisfaction 	<ul style="list-style-type: none"> • Better understanding of housing needs, less housing complaints
Baseline Data	<ul style="list-style-type: none"> • Current available lands for housing 	<ul style="list-style-type: none"> • Mapping/zoning ordinance • Land Use Plan • Housing Plan 	<ul style="list-style-type: none"> • Existing policy 	<ul style="list-style-type: none"> • Current housing complaints and departmental issues
Timeline	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year

Natural Resources Goal 11: Land Use –Expand and Enhance Resource Protection/Use				
Categories	Objectives			
	Objective 1 Perform gap analysis	Objective 2 Develop inter-department communication procedure	Objective 3 Develop tourism feasibility study	Objective 4 Utilize community service programs for recreation and residential improvement
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Local area Chambers of Commerce • Menominee Casino, Bingo and Hotel 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee
Outputs/ Activities	<ul style="list-style-type: none"> • Evaluate use of non-timber resource 	<ul style="list-style-type: none"> • Procedure development 	<ul style="list-style-type: none"> • Review existing plans, and creation of feasibility study 	<ul style="list-style-type: none"> • Coordinate with appropriate departments and improve community service to programs
Outcomes/ Results	<ul style="list-style-type: none"> • Identification of protection/use increase 	<ul style="list-style-type: none"> • Better understanding of resource issues 	<ul style="list-style-type: none"> • Better approach to tourism 	<ul style="list-style-type: none"> • Provide additional assistance to programs
Baseline Data	<ul style="list-style-type: none"> • Conservation Code Menominee Indian Tribe of Wisconsin Ordinance No. 99-01 	<ul style="list-style-type: none"> • Land/Water Conservation Plan 	<ul style="list-style-type: none"> • Menominee Indian Tribe of Wisconsin Public Relations 	<ul style="list-style-type: none"> • Court programs • Volunteer In Service to America (VISTA) information
Timeline	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Two to five years 	<ul style="list-style-type: none"> • One year

Natural Resources Goal 11 (Cont...)				
Categories	Objectives			
	Objective 5			
	Evaluate potential use of unused green space			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information Systems 			
Outputs/ Activities	<ul style="list-style-type: none"> • Identify available unused green space 			
Outcomes/ Results	<ul style="list-style-type: none"> • Identify useable lands (green space) and use of lands that are currently idle 			
Baseline Data	<ul style="list-style-type: none"> • Zoning, mapping • Land Use Plan 			
Timeline	<ul style="list-style-type: none"> • Begin at year two 			

Natural Resources Goal 12: Land Use – Improve Communication

Categories	Objectives			
	Objective 1	Objective 2		
	Educate community and tribal departments on benefits of planning	Utilize tribal leaders lobbying to improve government to government communications regarding land use issues		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Proposed Menominee Indian Tribe of Wisconsin Lobbying Plan 		
Outputs/ Activities	<ul style="list-style-type: none"> • Provide training to tribal leaders and community 	<ul style="list-style-type: none"> • Communicate to tribal leaders on outstanding land use issues <ul style="list-style-type: none"> a) Address lobbying efforts/actions 		
Outcomes/ Results	<ul style="list-style-type: none"> • Increase community and government education on benefits of planning 	<ul style="list-style-type: none"> • Ability to better address land use issues that have always been problematic (fee to trust) <ul style="list-style-type: none"> a) Results from lobbying effort improving land use planning 		
Baseline Data	<ul style="list-style-type: none"> • No education communication plan 	<ul style="list-style-type: none"> • Existing land use process of fee/trust policies 		
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 		

Natural Resources Goal 13: Water Use – Maintain/Improve Water Quality and Quantity Use

Categories	Objectives		
	Objective 1 Address cultural and spiritual use	Objective 2 Address issues regarding water use	Objective 3 Educate community and tribal leaders on water use
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix
Outputs/ Activities	<ul style="list-style-type: none"> • Provide adequate protection of cultural and spiritual uses 	<ul style="list-style-type: none"> • Develop Water Use Plan <ul style="list-style-type: none"> a) Recreation b) Industrial c) Community (public, private) 	<ul style="list-style-type: none"> • Provide training to tribal leaders and community
Outcomes/ Results	<ul style="list-style-type: none"> • Maintain water levels and quality to protect wild rice <ul style="list-style-type: none"> a) Protection of spiritually and culturally significant waterways including springs, lakes, and streams 	<ul style="list-style-type: none"> • Public awareness <ul style="list-style-type: none"> a) Standards and benchmarks 	<ul style="list-style-type: none"> • Increase awareness of water use issues
Baseline Data	<ul style="list-style-type: none"> • Water quality data • Existing studies of wild rice and Best Management Practices • Menominee Indian Tribe of Wisconsin Ordinance No. 05-22 • Menominee Indian Tribe of Wisconsin Ordinance No. 04-22 	<ul style="list-style-type: none"> • Water quality standards • County ordinance • State regulations 	<ul style="list-style-type: none"> • Land/Water Conservation Plan
Timeline	<ul style="list-style-type: none"> • Year one 	<ul style="list-style-type: none"> • Begin year one and completed by end of year three 	<ul style="list-style-type: none"> • One year

Natural Resources Goal 14: Water Use –Maintain/Improve Water Quality and Quantity Standard

Categories	Objectives		
	Objective 1 Enforcement of water quality standards	Objective 2 Enforcement of ground water standards	Objective 3 Assure protection of wetlands
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Forestry Committee • Enforcement and Resource Protection Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Forestry Committee • Enforcement and Resource Protection Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Geographical Information System • Wisconsin Department of Natural Resources • United States Department of Interior • Menominee County Land and Water Conservation Plan • MTE/MITW Task Force • Forestry Committee • Enforcement and Resource Protection Committee
Outputs/ Activities	<ul style="list-style-type: none"> • Conduct workshop to train and educate community, enforcement agencies and staff 	<ul style="list-style-type: none"> • Conduct workshop to train and educate community, enforcement agencies and staff 	<ul style="list-style-type: none"> • Develop more stringent regulations regarding wetland protection
Outcomes/ Results	<ul style="list-style-type: none"> • Improve community awareness and enforcement 	<ul style="list-style-type: none"> • Improve community awareness and enforcement 	<ul style="list-style-type: none"> • Creation of regulations
Baseline Data	<ul style="list-style-type: none"> • Water quality standards • Menominee Indian Tribe of Wisconsin Ordinance No. 04-22 	<ul style="list-style-type: none"> • Menominee Indian Tribe of Wisconsin Ordinance No. 04-22 • Zoning • Source Water Protection Plan • County Land and Water Plan • Menominee Indian Tribe of Wisconsin Ground Water Ordinance 	<ul style="list-style-type: none"> • Menominee Indian Tribe of Wisconsin Ordinance No. 04-22 • Best Management Practices • Clean Water Act 404
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Begin at beginning of year two and completed by end of year four

Natural Resources Goal 15: Water Use – Restoration of Impaired Surface Waters

Categories	Objectives			
	Objective 1	Objective 2		
	Identify and evaluate Impeded free flowing waters	Create restoration plan that identifies, evaluates and restores impaired waters		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Wisconsin Department of Natural Resources • Army Corp of Engineers • Environmental Protection Agency • United States Department of Interior 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Wisconsin Department of Natural Resources • Army Corp of Engineers • Environmental Protection Agency • United States Department of Interior 		
Outputs/ Activities	<ul style="list-style-type: none"> • Develop plan to address impeded waters 	<ul style="list-style-type: none"> • Develop restoration plan based on standard 		
Outcomes/ Results	<ul style="list-style-type: none"> • Restore free flowing waters through plan implementation 	<ul style="list-style-type: none"> • Restoration plan 		
Baseline Data	<ul style="list-style-type: none"> • Menominee Indian Tribe of Wisconsin Ordinance No. 04-22 • Land and Water Use Plans 	<ul style="list-style-type: none"> • Water quality standards • Menominee Indian Tribe of Wisconsin Ordinance No. 04-22 		
Timeline	<ul style="list-style-type: none"> • Begin in year two and completed by end of year three 	<ul style="list-style-type: none"> • Begin in year two and completed by end of year three 		

Natural Resources Goal 16: Water Use – Reduce Non-point Source Impacts				
Categories	Objectives			
	Objective 1	Objective 2		
	Review existing zoning ordinance to determine protection of water quality from non-point source impacts	Review existing sanitary codes to determine protection of water quality from private onsite waste treatment systems		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Community Development Committee • Enforcement and Resource Protection Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee 		
Outputs/ Activities	<ul style="list-style-type: none"> • Clarify effectiveness of enforcement and protection (zoning) 	<ul style="list-style-type: none"> • Clarify effectiveness of enforcement and protection (sanitation) 		
Outcomes/ Results	<ul style="list-style-type: none"> • Strengthen existing zoning ordinance to address non-point impacts 	<ul style="list-style-type: none"> • Strengthen existing sanitation code to address non-point source impacts 		
Baseline Data	<ul style="list-style-type: none"> • Water quality standards • Zoning ordinance 	<ul style="list-style-type: none"> • Sanitation code • State code • Source water protection (Zoning) 		
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Begin in year two and completed by end of year three 		

Natural Resources Goal 17: Water Use –Control/Eradicate Invasive Species from Water Resources

Categories	Objectives			
	Objective 1	Objective 2		
	Gap analysis on existing data	Develop a plan to control/remove invasive species		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Enforcement and Resource Protection Committee 		
Outputs/ Activities	<ul style="list-style-type: none"> • Inventory waters for existing invasive species 	<ul style="list-style-type: none"> • Develop invasive species control plan 		
Outcomes/ Results	<ul style="list-style-type: none"> • Identification of waters impacted by invasive species 	<ul style="list-style-type: none"> • Reduction in occurrences of invasive species 		
Baseline Data	<ul style="list-style-type: none"> • Legend Lake Aquatic Plant Management Plan • Survey data • Menominee County Invasive Species Plan 	<ul style="list-style-type: none"> • County Land and Water Resource Management Plan • Menominee County Invasive Species Plan 		
Timeline	<ul style="list-style-type: none"> • One year 	<ul style="list-style-type: none"> • Two years 		

**Natural Resources Goal 18: Water Use –
Develop Partnerships with Surrounding Entities to Address Outside Impacts**

Categories	Objectives			
	Objective 1			
	Identify all resource groups with common interests			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Funding • Surrounding counties 			
Outputs/ Activities	<ul style="list-style-type: none"> • Increase knowledge and sharing information that addresses outside impacts 			
Outcomes/ Results	<ul style="list-style-type: none"> • Gaining additional knowledge and resources 			
Baseline Data	<ul style="list-style-type: none"> • Wolf River Basin Partnership (DNR) • Great Lakes Indian Fish and Wildlife Commission 			
Timeline	<ul style="list-style-type: none"> • Implementation of IRMP 			

**Natural Resources Goal 19: Fish and Wildlife –
Maintain and Enhance Diversity of Native Species for Cultural Wellbeing**

Categories	Objectives			
	Objective 1	Objective 2	Objective 3	
	Manage for the enhancement of subsistence and culturally important native species	Educate community on importance of subsistence/cultural values and practices	Assure protection of all native species	
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Funding • Wisconsin Department of Natural Resources 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Conservation Commission • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Wisconsin Department of Natural Resources • Conservation Commission • Funding 	
Outputs/ Activities	<ul style="list-style-type: none"> • Analysis of existing management approach 	<ul style="list-style-type: none"> • Develop public relations approach to include: importance of clans related to importance of conservation 	<ul style="list-style-type: none"> • Manage for native species 	
Outcomes/ Results	<ul style="list-style-type: none"> • Development of plan to address subsistence/culturally important native species 	<ul style="list-style-type: none"> • Public relations plan, to include all schools on the reservation 	<ul style="list-style-type: none"> • Long term protection and health of native species for cultural wellbeing 	
Baseline Data	<ul style="list-style-type: none"> • Sturgeon Reintroduction Plan • Fish and wildlife reports 	<ul style="list-style-type: none"> • Sturgeon feast/Sturgeon Ceremony • Menominee History Guide 	<ul style="list-style-type: none"> • Sturgeon Reintroduction Plan • Fish and wildlife reports 	
Timeline	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 	

**Natural Resources Goal 20: Fish and Wildlife –
Improve Management Options for Terrestrial and Aquatic Habitat**

Categories	Objectives			
	Objective 1	Objective 2		
	Identify, analyze and inventory habitat for terrestrial species	Identify, analyze and inventory habitat for aquatic species		
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Wisconsin Department of Natural Resources • Geographical Information Systems • Funding 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Wisconsin Department of Natural Resources • Geographical Information Systems • Funding 		
Outputs/ Activities	<ul style="list-style-type: none"> • Develop Geographical Information System layer to address habitat for terrestrial species 	<ul style="list-style-type: none"> • Develop Geographical Information System layer to address habitat for aquatic species 		
Outcomes/ Results	<ul style="list-style-type: none"> • Creation of Geographical Information System layer 	<ul style="list-style-type: none"> • Creation of Geographical Information System layer 		
Baseline Data	<ul style="list-style-type: none"> • MTE cover type • Kotar Habitat Types • Natural Resources Conservation Service Soil Survey • Reservation lake maps • United States Geographical Survey maps 	<ul style="list-style-type: none"> • MTE cover type • Kotar Habitat Types • Natural Resources Conservation Service Soil Survey • Reservation lake maps • United States Geographical Survey maps 		
Timeline	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 	<ul style="list-style-type: none"> • Begin at year two and completed by end of year three 		

Natural Resources Goal 21: Fish and Wildlife –Maintain and Enhance Fish and Wildlife Populations				
Categories	Objectives			
	Objective 1			
	Improve Fish and Wildlife Management			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Wisconsin Department of Natural Resources • United States Fish and Wildlife Services • Great Lakes Indian Fish and Wildlife Commission • Conservation Commission • Funding 			
Outputs/ Activities	<ul style="list-style-type: none"> • Develop a Comprehensive Fish and Wildlife Plan to include Fish Passage Plan and a staffing assessment 			
Outcomes/ Results	<ul style="list-style-type: none"> • Implementation of plans to include management of all available habitat 			
Baseline Data	<ul style="list-style-type: none"> • Segmented plans for various species • Lake Sturgeon reintroduction, research data • Beaver dam surveys • Fish data 			
Timeline	<ul style="list-style-type: none"> • Begin at year two and completed by end of year four 			

**Natural Resources Goal 22: Fish and Wildlife –
Improve Fish and Wildlife Protection through Regulation**

Categories	Objectives			
	Objective 1			
	Review existing codes and ordinances			
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Conservation Commission • Funding 			
Outputs/ Activities	<ul style="list-style-type: none"> • Identify codes and ordinances in need of updating 			
Outcomes/ Results	<ul style="list-style-type: none"> • Updated codes and ordinances 			
Baseline Data	<ul style="list-style-type: none"> • Menominee Indian Tribe of Wisconsin Ordinance No. 99-01 • Current rules • Other relevant ordinances and codes 			
Timeline	<ul style="list-style-type: none"> • Begin at implementation of IRMP and completed by end of year one 			

VI. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- Primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- Primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- Secondary parties (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

TRIBAL DEPARTMENTS	Natural Resources – Forest Management																		
	Goal 1					Goal 2				Goal 3			Goal 4		Goal 5			Goal 6	
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2
Aging																			
Chairman's Office																			
Clinic																			
Community Development		P								P*			S						
Community Resource Center																S			
Conservation	P	P	P			P	P	P					S	S	S	S			
Courts																			
Early Childcare Services																			
Education															P*	P*	P*		
Election Commission																			
Enrollment																			
Environmental Services	P	P	P	P		P	P	P					S	S	S	S			
Finance																			
Food Distribution																			
Gaming Commission																			
General Assistance																			
Head Start																			
Historic Preservation	P	P		P*			P	P					S	P		S			
Housing													S						
Human Resources												P*							
Information Technology																	S		
Insurance																			
Internal Audit																			
Johnson O'Malley																			
Language and Culture Department															P				
Law Enforcement																			
Legal Services	S																	S	
Library																			
License and Permits																			
Loan Fund																			
Maehnowesekiyah Wellness Center																			
Maintenance																			

TRIBAL DEPARTMENTS	Natural Resources – Forest Management (cont....)																		
	Goal 1					Goal 2				Goal 3			Goal 4		Goal 5			Goal 6	
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2
Menominee Nation News																S			
Probation																			
Procurement																			
Prosecutor																			
Recreation																			
Social Services																			
Tax Commissioner																			
Transportation																			
Tribal Administration					P	P						P*	S	P*	P*			P	P
Tribal Legislature		S			P*	P	S		S										
Tribal School																S			
Trust Resources	P*	P*	P*	P		P*	P*	P*	P*	P*	S		P*	P*	S	S	P	P	P
Utilities																			
Youth Development and Outreach																			
PARTNERS																			
Woodland Boys and Girls Club																			
Bureau of Indian Affairs		S				S	S		S										
Collaborative Council																			
College of Menominee Nation											S				S				
Community															S				
East/West University															S				
Menominee Casino																			
Menominee County			P							P									
Menominee Indian School District															S				
Menominee Tribal Enterprises	P	P	P	P	P	P	P	P	P*	P*	P	P*	P	P*			P	P	P
Nataenawemakanok (YSP)																			

TRIBAL DEPARTMENTS	Natural Resources – Land Use																						
	Goal 7					Goal 8			Goal 9				Goal 10				Goal 11					Goal 12	
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2
Aging																							
Chairman's Office																							
Clinic																							
Community Development	P*	P*	P*	P*	P*	P*	P*	P	P*	P*	P*	P*	P*	P		S		P		S	S	P*	P
Community Resource Center																							
Conservation				S	S	S	S	S		S	S						P	S	S				
Courts																							
Early Childcare Services																							
Education																							
Election Commission																							
Enrollment																							
Environmental Services	S			S	P	S	S	S	P	P	S			S			P*	P*	S	S	P		
Finance																							
Food Distribution																							
Gaming Commission																							
General Assistance																							
Head Start																							
Historic Preservation						S	S		S				S	S				P	S				
Housing	S		S	S				S					P*	P*	P*	P*				S			
Human Resources																							
Information Technology	S	S																				S	
Insurance																							
Internal Audit																							
Johnson O'Malley																							
Language and Culture Department																							
Law Enforcement	S								S											S			
Legal Services	S	S	S		S	P		S	S	S					S								
Library																							
License and Permits																							
Loan Fund																							
Maehnowesekiyah Wellness Center																							
Maintenance																							

TRIBAL DEPARTMENTS	Natural Resources – Land Use (cont....)																								
	Goal 7					Goal 8			Goal 9				Goal 10				Goal 11					Goal 12			
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 1	Objective 2		
Menominee Nation News		S																							
Probation																									
Procurement																									
Prosecutor																									
Recreation								S													S	P*			
Social Services																									
Tax Commissioner																									
Transportation																									
Tribal Administration					S		P		P												P*	P*		P*	
Tribal Legislature				S	S	P		S						S	S	S	S						S	P*	
Tribal School																							S		
Trust Resources																									
Utilities								S	S						S										
Youth Development and Outreach																					S	P			
PARTNERS																									
Woodland Boys and Girls Club																									
Bureau of Indian Affairs																									
Collaborative Council																									
College of Menominee Nation																							S		
Community	P			P						P	P													S	
East/West University																								S	
Legend Lake Association								P																	
Menominee Casino																						P			
Menominee County		P							P	P	P	P	P	P	P	P							S	S	
Menominee Indian School District																								S	
Menominee Tribal Enterprises					S	P	P																		
Nataenawemakanok (YSP)																									

TRIBAL DEPARTMENTS	Natural Resources – Water Use												
	Goal 13			Goal 14			Goal 15		Goal 16		Goal 17		Goal 18
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 1	Objective 2	Objective 1	Objective 2	Objective 1
Aging													
Chairman's Office													
Clinic													
Community Development	P								P				
Community Resource Center													
Conservation	P			P	P		P	P		P	P	P	P
Courts													
Early Childcare Services													
Education													
Election Commission													
Enrollment													
Environmental Services	P	P*	P*	P*	P*	P*	P*	P*	P*	P*	P*	P*	P*
Finance													
Food Distribution													
Gaming Commission													
General Assistance													
Head Start													
Historic Preservation	P*		P							P			
Housing													
Human Resources													
Information Technology			S	S	S								
Insurance													
Internal Audit													
Johnson O'Malley													
Language and Culture Department	P												
Law Enforcement				P	S	P							
Legal Services													
Library													
License and Permits													
Loan Fund													
Maehnowesekiyah Wellness Center													
Maintenance													

TRIBAL DEPARTMENTS	Natural Resources Natural Resources – Water Use (cont....)												
	Goal 13			Goal 14			Goal 15		Goal 16		Goal 17		Goal 18
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 1	Objective 2	Objective 1	Objective 2	Objective 1
Menominee Nation News			S	S	S								
Probation													
Procurement													
Prosecutor													
Recreation													
Social Services													
Tax Commissioner													
Transportation													
Tribal Administration													
Tribal Legislature													
Tribal School													
Trust Resources													
Utilities		P	P*										
Youth Development and Outreach													
PARTNERS													
Woodland Boys and Girls Club													
Bureau of Indian Affairs													
Collaborative Council													
College of Menominee Nation			S										
Community													
East/West University			S										
Menominee Casino													
Menominee County		P	S	P	S		P	P	P	P	P	P	P
Menominee Indian School District													
Menominee Tribal Enterprises						P	P	P	P	P			
Nataenawemakanok (YSP)													

TRIBAL DEPARTMENTS	Natural Resources – Fish and Wildlife						
	Goal 19			Goal 20		Goal 21	Goal 22
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 1	Objective 1
Aging							
Chairman’s Office							
Clinic							
Community Development							
Community Resource Center							
Conservation	P*	P*	P*	P*	P*	P*	P*
Courts							
Early Childcare Services							
Education							
Election Commission							
Enrollment							
Environmental Services	P		S	P*	P*	P*	
Finance							
Food Distribution							
Gaming Commission							
General Assistance							
Head Start							
Historic Preservation	P*	P*	P				
Housing							
Human Resources							
Information Technology		S		S	S		
Insurance							
Internal Audit							
Johnson O'Malley							
Language and Culture Department		P					
Law Enforcement							
Legal Services							S
Library							
License and Permits							
Loan Fund							
Maehnowesekiyah Wellness Center							
Maintenance							

TRIBAL DEPARTMENTS	Natural Resources – Fish and Wildlife (cont....)						
	Goal 19			Goal 20		Goal 21	Goal 22
	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 1	Objective 1
Menominee Nation News		S					
Probation							
Procurement							
Prosecutor							
Recreation							
Social Services							
Tax Commissioner							
Transportation							
Tribal Administration							
Tribal Legislature							S
Tribal School		S					
Trust Resources							
Utilities							
Youth Development and Outreach							
PARTNERS							
Woodland Boys and Girls Club							
Bureau of Indian Affairs							
Collaborative Council							
College of Menominee Nation		S					
Community							
East/West University		S					
Menominee Casino							
Menominee County							
Menominee Indian School District		S					
Menominee Tribal Enterprises				S	S	S	S
Nataenawemakanok (YSP)							



Eagle in Neopit on the Menominee Indian Reservation, photo courtesy of the Barbara Tourtillott family.



Social

Lumberjack Breakfast



Sturgeon Release



KPS Fun Day



Menominee Logging Camp Decorating

Section K

- I. Community Survey.....K-1
- II. Workgroup.....K-1
- III. Specific Programs.....K-2
- IV. SWOT Analysis.....K-3
- V. Goals and Objectives.....K-4
- VI. Responsible Parties.....K-8

K. Social

I. Community Survey

The Community Survey asked respondents a total of eleven questions regarding their perception on housing, youth and elder programs, the overall quality of life, and the coordination of service delivery. The survey results revealed the following notable highlights:

- 49% on-reservation and 45% off-reservation survey respondents feel that more housing is needed for the elderly;
- 67% on-reservation and 53% off-reservation survey respondents feel more youth programs need to be made available;
- 79% on-reservation and 83% off-reservation survey respondents feel that the Menominee Tribal Legislature should take an active role in developing youth programs; and
- 35% on-reservation and 23% off-reservation survey respondents feel the Tribe's social programs are not efficient in coordinating the delivery of services.

"Protect our children and our elders-strengthen the community and the tribe for the future. Recognize the social problems that exist and encompass them in one vision" – Mary L. Husby

For more information concerning the survey results refer to Appendix A.

II. Workgroup

A workgroup comprised of twenty-one professionals and community members was assembled to evaluate the community survey results, identify and address problems and their underlying causes, identify programs that directly address youth and elders, and design strategies aimed at enhancing the Tribe's efforts to increase the overall quality of life on the reservation. The workgroup consisted of the following:

- | | |
|--|---|
| • Yvette Ducane, Enrollment Director | • Amy Perez, former Eagle's Nest Shelter Manager |
| • Penny Escalante, Early Childcare Services Director | • Melissa Pitzel, Menominee Mentoring Coordinator |
| • Jennifer Gauthier, Administrative Services Officer | • Gary Pyawasay, Administrative Services Officer |
| • David 'Nahwahquaw' Grignon, Historic Preservation Director | • Patricia Roberts, Food Distribution Director |
| • Rosemund Hoffman, Child Support Manager | • Diana Taubel, Licensing and Permits Director |
| • Mary L. Husby, Tribal Social Services Director | • Patricia Tourtillott, Johnson O'Malley Director |
| • Kristin Latender, Eagle's Nest Shelter Manager | • Duane Waukau, Recreation Director |
| • Joyce Kotschi, Aging Division Director | • Jeremy Weso, Administrative Manager |
| • Brian Kowalkowski, University of Wisconsin Extension | • Shannon Wilber, Youth Development and Outreach Director |
| • Ammie Munoz, Grants Writer Aide | • Betty Jo Wozniak, former Maehnowesekiyah Wellness Center Director |
| • Wayne Pecore, former General Assistance Program Manager | |

The workgroup met as frequently as twice a month and as infrequently as once a month for over a year. The meetings were open to the public and notices were published in the Menominee Nation News, announced at community meetings, and through broadcast emails.

III. Programs with Specific Emphasis on the Social Aspects of Community Life

Although the workgroup recognized that all departments and programs operated by the Tribe have a vested interest in the promotion of wellness and enhancing the quality of life on the reservation, the workgroup identified the following Tribal programs as resources due to their emphasis on youth, elder and family programming:

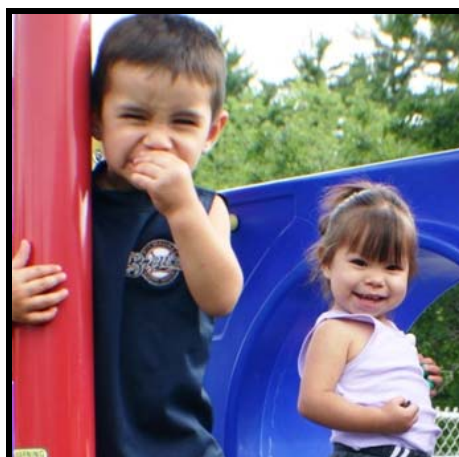
- **Tribal Social Services** – This department is responsible for developing and overseeing a vast array of programs and services aimed at protecting the interests of children and families, identifying safe out-of-home care placements for children and families, identifying safe out-of-home care placements for children in adoptions that are subject to the Indian Child Welfare Act, and implementing and enforcing the Tribe’s child support laws.
- **Aging** – This department is responsible for developing and overseeing a vast array of programs and services aimed to care for and protect the rights of, and provide nutritious meal services to the elderly.
- **Youth Development and Outreach** – This department is responsible for developing and overseeing a vast array of programs and services aimed at providing youth with challenging educational and recreational activities, and opportunities designed to inspire them, identify alternatives to harmful behavior, and cultivate their leadership skills.
- **Maehnowesekiyah Wellness Center** – This department is responsible for developing and overseeing a vast array of programs and services aimed at curbing alcohol and other drug abuse among members of the community utilizing a cultural-based approach.
- **Early Childcare Services** – This department is responsible for developing and overseeing a vast array of programs and services aimed at providing safe, supportive, educational, and recreational activities to young children enrolled in the Tribe’s daycare and Early Head Start operations.

FACT:

45% of off-reservation and 34% on-reservation survey respondents feel the efforts to support family life on the reservation are “Not So Good”. – 2005 Community Needs Survey



Menominee Elder’s Christmas Party, photo courtesy of Menominee Nation News.



Menominee Youth, photo courtesy of Menominee Nation News.

IV. SWOT Analysis

The workgroup identified the Tribe's overall Strengths, Weaknesses, Opportunities and Threats, utilizing what is typically known as a SWOT Analysis. The workgroup's SWOT Analysis appears as follows:

STRENGTHS

- The following service providers: Tribal Social Service/Child Support Agency, Maehnowesekiyah Wellness Center, Housing/Eagle's Nest, Community Resource Center, Food Distribution Program, Head Start, Day Care, General Assistance Program, Law Enforcement, Tribal Courts, Tribal Clinic, Youth Development and Outreach, Johnson O'Malley (JOM), Recreation Department, Aging Division, Wolf River Community Based Residential, Facility (CBRF), and Adolescent Health
- The following collaboration initiatives: Commission on Aging, Juvenile Delinquency Re-Entry Program, Wisconsin Inter-Tribal Association, Child Protection Team, Multi-Disciplinary Team, Youth Service Providers, Collaborative Council, Tribal/County Task Force, Coordinated Community Response Team, Teen Court Advisory Board, North American Indigenous Games
- Long and short-term services
- Housing, Nutrition and Education
- Family dynamics – parenting, counseling, role models (male/female)

WEAKNESSES

- Acceptance of alcohol and drugs
- Lack of personal responsibility
- Not knowing and not understanding Menominee culture
- Unsafe environment
- Fragmentation of services (includes Menominee County)
- Lack of enforcement of ordinances
- Insufficient communication between entities/programs
- Insufficient ability to rely on others
- Dysfunctional family relationships
- Insufficient and timely intervention by agencies
- Service population – inconsistent definition
- Inadequate nutritional education for the public
- No follow through
- Reluctance to intervene due to cultural values
- Lack of resources to sufficiently provide long and short term services
- Insufficient risk assessments
- MTL not utilizing existing resources

OPPORTUNITIES

- Encourage personal responsibility
- Identify service population
- Educate about services and resources
- Utilization of local resources to strengthen Language and Culture
- Workforce development
- Improve physical and mental health of community

THREATS

- Unsafe environment
- Child/Elder abuse
- No enforcement of ordinances
- Miscommunication and lack of communication
- Budget cuts
- Unethical politics/behaviors
- Micro-management at many levels
- Entitlement mentality
- Racism
- Acts of Congress

V. Goals and Objectives

In the Social Service Area the workgroup developed three goals and eight objectives. These goals include the following:

- **Goal 1** – Prioritize Funding to Support, Strengthen and Encourage Families to Provide a Safe, Nurturing and Stable Environment
- **Goal 2** – Promote Interdependence (Defined as “people who are healthy enough to care for themselves and others”)
- **Goal 3** – Assumption of All Human Services Programs for Menominee County and Reservation

Through the evaluation and monitoring process, goals may be modified or new goals may be added with the approval of the Legislature. You can find more details in the tabular summaries provided in the next pages of this section. The tabular summary highlights the objectives of each goal and includes details such as:

- **Inputs/Resources** – The workgroup identified the resources available to begin to carry out the goal's objectives.
- **Outputs/Activities** – The workgroup identified activities necessary for Tribal departments and/or partners to work toward the completion of the goal's objectives.
- **Outcomes/Results** – The workgroup identified the intended results of the program activities that complete the goal's objectives and ultimately work toward completing the specific goal.
- **Baseline Data** – The workgroup identified documents and statistical information that may be used to support the implementation of the objective.
- **Timelines** – The workgroup established timelines for the completion of the objectives; in most cases it was determined by the workgroup that progress will be reviewed on an annual basis.



Menominee families walk to increase awareness of child abuse and neglect, photo courtesy of Menominee Nation News.

Social Goal 1: Prioritize Funding to Support, Strengthen and Encourage Families to Provide a Safe, Nurturing and Stable Environment

Categories	Objectives			
	Objective 1			
	Gap analysis			
Inputs/ Resources	<ul style="list-style-type: none"> • All department and/or partners identified in the matrix • Health and Family Services Committee • Enforcement and Resource Protection Committee • Housing Committee • Labor, Education and Training Committee • Budget and Finance Committee • All applicable Tribal, State, and Federal laws • All other educational institutions 			
Outputs/ Activities	<ul style="list-style-type: none"> • Research the following areas to identify the services they provide: <ul style="list-style-type: none"> ○ Child Protection ○ Reunification ○ Recreation ○ Nutrition ○ Elder Services ○ Family Dynamics ○ Housing/shelter (Temporary/short-term vs. Permanent/long-term) ○ Education ○ Prevention and intervention ○ Youth Services ○ All other emergency services • Once services are identified determine existing funding levels, identify shortfalls, and prioritize needs 			
Outcomes/ Results	<ul style="list-style-type: none"> • Identification of current services • Identification of duplicate services • Identification of needs • Additional objectives 			
Baseline Data	<ul style="list-style-type: none"> • Current programs • 2005 Community Needs Survey • Facts and Figures • 5 Year Park and Recreation Plan 			
Timeline	<ul style="list-style-type: none"> • To be determined 			

Social Goal 2: Promote Interdependence (Defined as “people who are ‘healthy’ enough to care for themselves and others”)				
Categories	Objectives			
	Objective 1 Increase coping/life skills training for economic stability	Objective 2 Develop an organizational-wide volunteer process	Objective 3 Increase collaboration with agencies and systems to improve access to services	
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Labor, Education and Training Committee • Housing Committee • All other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Enforcement and Resource Protection Committee • Governmental Affairs Committee • All applicable Tribal, State, and Federal laws • All other educational institutions 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Health and Family Services Committee • Enforcement and Resource Protection Committee • Governmental Affairs Committee • All applicable Tribal, State, and Federal laws • All other educational institutions 	
Outputs/ Activities	<ul style="list-style-type: none"> • Develop a resource guide • Provide support group services • Develop a Tribal case management plan system (wrap around services) • Coordinate services with other Tribal programs • Incorporate cultural component • Increase educational outreach in the following areas: <ul style="list-style-type: none"> ○ Daily life skills ○ Organizational skills ○ Employability skills 	<ul style="list-style-type: none"> • Revise, formalize, and implement a Tribal-wide volunteer process (certain legal restrictions will apply) • Develop a criteria for volunteers that meets employment standards • Create a review board with authority to vindicate potential volunteers who are proven rehabilitated • Provide informational outreach 	<ul style="list-style-type: none"> • Formalize partnerships • Create common forms and intake procedures • Reevaluate approach to service delivery • Educate agencies on organizational culture and community culture 	
Outcomes/ Results	<ul style="list-style-type: none"> • Increased community awareness of Tribal services • Increased life coping skills • Elimination of duplicated services • Increased cultural awareness, self-esteem and interdependence • Increase collaboration with agencies/systems • Decreased dependency on programs • Healthier families and community 	<ul style="list-style-type: none"> • A formalized Tribal volunteer process • Criteria for volunteers • Review board • Increased number of volunteers • Increased awareness of volunteer opportunities 	<ul style="list-style-type: none"> • Improved access to services • Improved relationships between agencies • Improved public perception 	
Baseline Data	<ul style="list-style-type: none"> • 2005 Community Needs Survey • Facts and Figures • Current programs statistic 	<ul style="list-style-type: none"> • Existing volunteer processes • 2005 Community Needs Survey • Number of current volunteers 	<ul style="list-style-type: none"> • Number of formal agreements • 2005 Community Needs Survey 	
Timeline	• To be determined	• To be determined	• To be determined	

Social Goal 3: Assumption of All Human Service Programs For Menominee County and Reservation				
Categories	Objectives			
	Objective 1	Objective 2	Objective 3	Objective 4
	Develop a comprehensive culturally sensitive human services program for all Tribal members	Define service area parameters	Amend organizational structure to accommodate the assumption of programs	Fund Tribal Human Service Entity
Inputs/ Resources	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • All applicable Tribal, State, and Federal laws • Governmental Affairs Committee • Health and Family Services Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • All applicable Tribal, State, and Federal laws • Governmental Affairs Committee • Health and Family Services Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Governmental Affairs Committee • Health and Family Services Committee • Enforcement and Resource Protection Committee 	<ul style="list-style-type: none"> • All departments and/or partners identified in the matrix • Budget and Finance Committee • Health and Family Services Committee • Grants • Investments
Outputs/ Activities	<ul style="list-style-type: none"> • Identify all human service programs within the Tribal and County organizations • Determine the scope of services within the Tribal organization • Incorporate cultural components into all Tribal human service programs • Review state laws and mandates, and compare them to Tribal law 	<ul style="list-style-type: none"> • Put together a group of providers to define service area parameters depending on service providers who are impacted • Research what federal, state and tribal laws allow Tribe to do 	<ul style="list-style-type: none"> • Research other human service system models • Identify resources: financial, space, human, skills, and capabilities • Establish timelines • Develop training and immersion • Create management plan • Amend Tribal Government Plan to accommodate the assumption of all human service programs 	<ul style="list-style-type: none"> • Gap analysis of funding streams • Lobby to gain financial support • Pursue grant funding
Outcomes/ Results	<ul style="list-style-type: none"> • Comprehensive culturally sensitive services for all tribal members • Report on social programs provided by Menominee Tribe and Menominee County 	<ul style="list-style-type: none"> • Clearly defined services for tribal and county members • Take lead in creating own destiny 	<ul style="list-style-type: none"> • Tribe is prepared for assumption • Tribal organizational structure amended to include Tribal Human Service entity 	<ul style="list-style-type: none"> • Adequate funding to support recommended model • Snapshot of available funding resources and funding gaps
Baseline Data	<ul style="list-style-type: none"> • Facts and Figures • 2005 Community Needs Survey • All existing human service programs 	<ul style="list-style-type: none"> • Federal and state grants • Tribal dollars 	<ul style="list-style-type: none"> • Current human service programs • Human service models • Tribal Government Plan (Ordinance No. 95-04) 	<ul style="list-style-type: none"> • Tribal Annual Report • Tribal Budget • County Reports • Funding Agreements
Timeline	• To be determined	• To be determined	• To be determined	• To be determined

VI. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- Primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- Primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- Secondary parties (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

TRIBAL DEPARTMENTS	Social							
	Goal 1	Goal 2			Goal 3			
	Objective 1	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4
Aging	P	P	P*	P*	P*	P*	P*	P
Chairman's Office								
Clinic	P	P			P	P*	P*	P
Community Development								
Community Resource Center	P	P*	P*	P*	P*	P*	P*	P
Conservation			S					
Courts		S	S					
Early Childcare Services	P	P	P	P	P	P	P	P
Education		P						
Election Commission								
Enrollment								
Environmental Services			S					
Finance								
Food Distribution	P		P		P	P	P	P
Gaming Commission								
General Assistance	S	S			S	S		
Head Start	P	P	P*		P	P	P	P
Historic Preservation	S	P			P			
Housing	S	S			P	P	P	P
Human Resources			P*				P	
Information Technology			S				S	
Insurance			P					
Internal Audit								
Johnson O'Malley	P	P	P	P	P	P	P	P
Language and Culture Department	S	P	S		P			
Law Enforcement			S					
Legal Services			P	P			P	
Library			P				S	
License and Permits								
Loan Fund								
Maehnowesekiyah Wellness Center	P*	P*	P*	P*	P*	P*	P*	P
Maintenance								

TRIBAL DEPARTMENTS	Social							
	Goal 1	Goal 2			Goal 3			
	Objective 1	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 4
Menominee Nation News			P				S	
Probation			S					
Procurement								
Prosecutor			S					
Recreation	P		P	P	P	P	P	
Social Services	P*	P	P	P	P*	P*	P*	
Tax Commissioner								
Transportation	S			P	P	P	P	
Tribal Administration	P*			P			P*	P*
Tribal Legislature		S						P
Tribal School	P	S	P	P	S	P	S	
Trust Resources								
Utilities								
Youth Development and Outreach	P	P*	P	P	P*	P*	P*	
PARTNERS								
Churches	S		S	S	S	S		
College of Menominee Nation	P			P	S	S		
Community	S	P	P		P		P	
East/West University	S			P	S	S		
Great Lakes Inter-tribal Council					P	S		P
Menominee Casino		S						
Menominee County	P			P	P	P		P
Menominee Tribal Enterprises								
Menominee Indian School District	P	P	P	P	S	P		
Nataenawemakanok (YSP)	P	P	P	P	P	P	P	
State of Wisconsin					P	S		P
Woodland Boys and Girls Club	P	P	P	P		P		



Menominee Youth and Elder, photo courtesy of Historic Preservation.



Menominee Veterans Color Guard, photo courtesy of Menominee Nation News.



Appendices

Menominee Princesses



Menominee Tribal School Ricing



Teaching Lodge



Appendices A-F

- A. 2005 Community Survey.....A-1
- B. ResourcesB-1
- C. Territorial Range Map.....C-1
- D. Committee Flow Chart.....D-1
- E. Administrative Flowchart.....E-1
- F. Community/Employee Recognition.....F-1

Appendix A: 2005 Community Needs Survey

MENOMINEE INDIAN TRIBE OF WISCONSIN 2005 COMMUNITY NEEDS SURVEY

The College of Menominee Nation developed a Community Needs Survey to assist in the development of the Tribe's strategic plan, beginning in March 2003. The selection process for survey participants was administered by the Enrollment Department. 1,620 tribal members were selected at random, of the 8100 enrolled membership at that time. Due to incorrect addresses, the sample was reduced 1,456.

Several measures were taken to increase community awareness of the surveys for Tribal members, and additional copies were made available at public locations on the reservation. A total of 430 completed surveys were returned. This number represents a return rate of 30% with an error rate of ± 4.7 percent at a 95% confidence level. Of the 430 surveys, 219 were returned by on-reservation respondents and 201 were returned by off-reservation respondents; ten survey respondents did not indicate their location.

The data is grouped into on-reservation and off-reservation categories to provide readers with general perspectives from both groups. The data collected was used as a starting point for workgroups to develop goals and objectives; the data will continue to be used as baseline data when measuring progress during implementation.

QUALITY OF LIFE QUESTIONS

Q1. How satisfied are you with the income you and your family have? (Circle one answer for each.)

	On n=219	Off n=201
Very Satisfied.....	09%	11%
Somewhat Satisfied.....	42	42
Somewhat Dissatisfied.....	18	19
Very Dissatisfied.....	24	19
Not Sure.....	02	03
No Answer.....	05	05

Q1a. What is the primary need(s) not being met for your family with regard to your current income?

Q2. How satisfied are you with your current job? (Circle one answer.)

	On	Off
Very Satisfied.....	25%	24%
Somewhat Satisfied.....	30	33
Somewhat Dissatisfied.....	11	14
Very Dissatisfied.....	12	11
Not Sure.....	08	10
No Answer.....	14	07

Q3. If you were to change jobs, what type of work would you be most interested in? (Circle one answer.)

	On	Off
The work I'm doing now.....	22%	23%
Customer Service (clerk, sales).	06	08
Trade Field (mechanic, welder)	08	06
Professional (attorney, teacher)	11	18
Administrative (director).....	09	09
Small Business Owner.....	17	21
Factory Worker (laborer).....	03	03
Not Sure.....	09	09
No Answer.....	15	04

Q4. Do you expect that at this time next year you will be financially better off than now, worse off than now, or about the same?

	On	Off
Better.....	22%	29%
Worse.....	16	11
Same.....	48	45
Not Sure.....	12	13
No Answer.....	03	02

Q5. Do you own or rent your current place of residence?

	On	Off
Own (or buying).....	63%	47%
Rent.....	30	49
Other (specify).....	06	03
No Answer.....	01	01

Q6. How satisfied are you with your current housing situation?

	On	Off
Very Satisfied.....	28%	29%
Somewhat Satisfied.....	29	37
Somewhat Dissatisfied.....	18	18
Very Dissatisfied.....	22	14
Not Sure.....	02	01
No Answer.....	01	01

Q7. How many families live in your household?

	On	Off
One.....	64%	68%
Two.....	22	18
Three.....	06	07
More than three.....	07	07
Not Sure.....	01	01
No Answer.....	01	01

Q8. Please indicate all of the members of your extended family currently living in your household. (Circle all that apply.)

	On	Off
Parent(s).....	13%	10%
Spouse's Parent(s).....	01	04
Grandparent(s).....	03	01
Spouse's Grandparent(s).....	00	00
Niece(s).....	06	03
Nephew(s).....	08	02
Other (specify).....	26	24
None.....	50	64

Q9. Do you have any recommendations regarding needed changes in housing available on the Reservation? (Explain briefly.)

SOCIAL (COMMUNITY) ISSUES

Q10. How would you rate the Menominee Reservation as a place to raise a family?

	On	Off
Excellent.....	06%	06%
Good.....	29	22
Not So Good.....	34	34
Poor.....	24	22
Not Sure.....	06	15
No Answer.....	01	01

Q11. How would you rate the quality of the Menominee Nation's efforts to support family life?

	On	Off
Excellent.....	01%	03%
Good.....	26	25
Not So Good.....	40	34
Poor.....	22	15
Not Sure.....	12	21
No Answer.....	01	01

Q12. What is your opinion regarding the number of programs currently available to the elderly on the Menominee Reservation?

	On	Off
Too Many Exist.....	02%	01%
Current Number is Adequate....	22	17
More Are Needed.....	45	39
Not Sure.....	30	43
No Answer.....	00	01

Q13. What is your opinion regarding housing currently available to the elderly on the Menominee Reservation?

	On	Off
Too Many Exist.....	01%	00%
Current Number is Adequate.....	21	11
More Are Needed.....	49	45
Not Sure.....	28	43
No Answer.....	01	01

Q14. What is your opinion regarding the number of programs currently available to youth living on the Menominee Reservation?

	On	Off
Too Many Exist.....	03%	03%
Current Number is Adequate.....	14	07
More Are Needed.....	67	53
Not Sure.....	16	37
No Answer.....	01	01

Q15. Do you feel that the Menominee Tribal Legislature should take an active role in developing youth programs?

	On	Off
Yes.....	79%	83%
No.....	13	06
Not Sure.....	09	11
No Answer.....	01	01

Q16. What types of activities do you feel should be made available for Menominee Youth? (Circle all that apply.)

	On	Off
Recreational.....	71%	69%
Academic.....	70	83
Service Oriented (volunteer).....	49	59
Mentoring.....	64	68
Other (specify).....	17	15

Q17. How efficient do you believe the Menominee Tribe's social programs have been in coordinating the delivery of services to community members?

	On	Off
Very Efficient.....	02%	06%
Somewhat Efficient.....	23	26
Not Too Efficient.....	35	23
Not Efficient At All.....	24	07
Not Sure.....	14	37

Q18. To what extent do you feel alcohol and drug abuse is a problem on the Menominee Reservation today?

	On	Off
Very Important Problem.....	90%	84%
Moderate Problem.....	06	06
Small Problem.....	03	01
No Problem.....	0	0
Not Sure.....	02	10

Q19. How would you complete the sentence below?

Over the past 10 years, I believe alcohol and drug abuse problems have.....

	On	Off
Decreased.....	01%	03%
Increased.....	80	62
Remained about the same.....	11	15
I'm not sure how this has changed.....	03	20

Q20. In your opinion, what factors have had an impact on the status of alcohol and drug use in the past 10 years?

ECONOMIC DEVELOPMENT

Q21. How would you rate the overall economy on the Menominee Reservation?

	On	Off
Excellent.....	00%	01%
Good.....	12	11
Not So Good.....	41	43
Poor.....	42	27
Not Sure.....	04	16
No Answer.....	01	01

Q22. Would you like to see more economic development take place on the Menominee Reservation?

	On	Off
Yes.....	94%	96%
No.....	05	04
No Answer.....	02	01

Q23. If developments take place in the future, what type would you MOST PREFER? (Circle one.)

	On	Off
Light Industry (non-polluting)...	40%	44%
Small Business.....	41	29
Tourism.....	22	18
Natural Resources.....	20	25
Other: _____.....	11	07

Q24. Which of the following types of development do you feel is MOST IMPORTANT for the Menominee Reservation? (Circle one)

	On	Off
Mini-mall.....	37%	24%
Business Office Park.....	10	21
Natural Resources.....	34	41
Other: _____.....	20	17

Q25. Would you be interested in starting a business on the reservation using your own money, if technical, assistance was provided to you on a confidential basis? (Circle one)

	On	Off
Yes.....	36%	30%
No.....	29	26
Possibly.....	26	28
Not Sure.....	07	14
No Answer.....	02	02

Q26. How do you feel about tourist developments on the Reservation?

	On	Off
I'm against Tourist Development.	16%	18%
I'm in favor of Tourism Development.....	44	50
I'm Not Sure.....	37	29
No Answer.....	03	02

Q26a. What type of tourist development would you like to see on the Menominee Reservation?

Q27. Of the following types of small businesses, which do you feel are needed on the reservation?

(Circle one answer for each business type.)

On Reservation n = 219 & Off Reservation = 201

		Very Much Needed		Somewhat Needed		Not Very Needed		Not Needed At All		Not Sure		No Answer	
		On	Off	On	Off	On	Off	On	Off	On	Off	On	Off
Q27a.	Barber/beauty shop.	18%	19%	38%	46%	21%	18%	07%	03%	04%	08%	11%	07%
Q27b.	Fitness Center.	36	39	32	34	11	11	07	03	05	10	09	04
Q27c.	Crafts shop.	36	37	31	37	16	12	06	04	05	07	07	03
Q27d.	Hardware store.	46	42	27	40	11	05	05	02	06	07	05	03
Q27e.	Clothing store.	36	36	31	32	12	12	08	05	05	08	09	05
Q27f.	Shoe store.	32	31	27	34	15	16	09	05	06	07	11	05
Q27g.	Supermarket.	87	78	07	13	02	02	01	00	01	04	03	07
Q27h.	Pharmacy/drug store.	38	56	20	19	12	10	12	05	05	05	13	04
Q27i.	Other:	30	26	02	05	00	00	01	01	03	09	64	60

OFF-RESERVATION ECONOMIC DEVELOPMENT

Q28. How would you rate the overall economy off the Menominee Reservation?

	On	Off
Excellent.....	16%	08%
Good.....	55	47
Not So Good.....	17	25
Poor.....	03	08
Not Sure.....	07	11
No Answer.....	01	02

Q29. How familiar are you with the Menominee Tribe's proposed Kenosha Project?

	On	Off
Very Familiar.....	10%	10%
Somewhat Familiar.....	43	41
Not Too Familiar.....	29	22
Not Familiar At All.....	16	27
No Answer.....	02	00

Q29a. What type of information, if any, would you like to receive?

Q30. Do you support the Menominee Tribe's proposal to build an off-reservation gaming enterprise in Kenosha, Wisconsin?

	On	Off
Yes.....	68%	71%
No.....	14	08
Possibly.....	10	17
Not Sure.....	08	05
No Answer.....	01	00

EDUCATION

Q31. In your opinion, how well does the Menominee school district prepare students to succeed in the K-12 school system?

	On	Off
Students Exceed Expectations.....	02%	02%
Students are Sufficiently Prepared.....	13	14
More Preparation is Needed.....	72	47
Not Sure.....	11	37
No Answer.....	02	00

Q32. How prepared do believe Menominee students are to succeed in work and school beyond the 12th grade?

	On	Off
Students Exceed Expectations.....	01%	01%
Students are Sufficiently Prepared.....	12	10
More Preparation is Needed.....	75	59
Not Sure.....	09	29
No Answer.....	02	00

Q33. To what extent do you believe the Menominee culture is taught in the K-12 educational system on the Reservation?

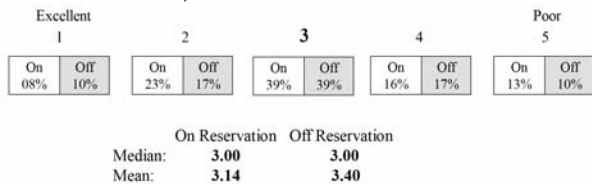
	On	Off
Too Much is Taught.....	05%	00%
The Amount Taught is About Right.....	33	18
More is Needed.....	41	41
Not Sure.....	19	40
No Answer.....	02	00

Q34. How adequate is the availability of financial assistance for education to members of the Menominee Nation?

	On	Off
Too Much Assistance Exists.....	01%	01%
Assistance is Adequate.....	13	15
More Assistance is Needed.....	41	41
Not Sure.....	19	40
No Answer.....	02	00

HEALTH

Q35. On a scale of one to five, with one being Excellent and five being Poor, how do you rate the quality of health care services provided on the Menominee Reservation? (Circle one number)



Q36. Do the health care services that are currently available meet your needs?

	On	Off
Yes.....	53%	44%
No.....	38	43
No Answer.....	09	13

Q36a. Briefly describe the additional services you would like to see made available?

LAW ENFORCEMENT

Q37. Do you feel that you live in a safe and secure environment?

	On	Off
Yes.....	30%	34%
No.....	50	29
Not Sure.....	18	34
No Answer.....	02	03

Q38. How safe do you feel the Menominee Nation environment is for children?

	On	Off
Very Safe.....	03%	03%
Somewhat Safe.....	28	32
Somewhat Unsafe.....	38	30
Very Unsafe.....	25	12
Not Sure.....	06	23
No Answer.....	01	02

Q39. Do you believe the Menominee Tribe provides enough resources for Law Enforcement?

	On	Off
Yes.....	21%	19%
No.....	52	36
Not Sure.....	26	43
No Answer.....	01	02

Q40. Please indicate your level of agreement with the following statements:

I feel that I can count on the Tribal Police for help and protection when I need it.

	On	Off
Strongly Agree.....	07%	06%
Agree.....	34	41
Disagree.....	30	18
Strongly Disagree.....	16	06
Not Sure.....	12	28
No Answer.....	01	01

I feel that I can count on the Tribal Courts for help and protection when I need it.

	On	Off
Strongly Agree.....	05%	07%
Agree.....	22	32
Disagree.....	32	19
Strongly Disagree.....	21	07
Not Sure.....	19	35
No Answer.....	02	01

JUDICIARY

Q41. How useful do you believe the following court alternatives would be on the Menominee Reservation?

On Reservation n = 219 & Off Reservation n = 201

		Very Useful		Somewhat Useful		Not Very Useful		Not Useful At All		Not Sure		No Answer	
		On	Off	On	Off	On	Off	On	Off	On	Off	On	Off
Q41a.	Teen Court	42%	45%	27%	25%	07%	04%	06%	04%	14%	19%	05%	04%
Q41b.	Peacemaking Court	25	33	25	25	15	13	08	05	22	19	06	05
Q41c.	Traditional Elders Court	29	36	25	26	10	09	05	02	24	22	08	05
Q41d.	Other: ____	09	05	01	03	01	01	01	01	13	16	74	74

Q42. How adequate is the number of detention centers on the Menominee Reservation?

	On	Off
Too Many Exist.....	01%	03%
Current Number is Adequate....	15	16
More Are Needed.....	53	24
Nor Sure.....	27	56
No Answer.....	04	01

NATURAL RESOURCES

Q43. Are you satisfied with the current management of natural resources within the Menominee Reservation?

	On	Off
Yes.....	23%	24%
No.....	50	39
Not Sure.....	26	37
No Answer.....	01	01

Q44. Are you satisfied with the quality of air on the Menominee Reservation?

	On	Off
Yes.....	70%	66%
No.....	12	05
Not Sure.....	16	29
No Answer.....	02	00

Q45. Are you satisfied with the quality of lakes and rivers on the Menominee Reservation?

	On	Off
Yes.....	52%	46%
No.....	32	25
Not Sure.....	16	29
No Answer.....	01	00

Q46. Are you satisfied with the quality of wildlife on the Menominee Reservation?

	On	Off
Yes.....	67%	56%
No.....	16	17
Not Sure.....	14	25
No Answer.....	03	01

CULTURE AND HERITAGE

Q47. Which of the following Menominee traditional practices have you participated in? (Circle all that apply)

	On	Off
Traditional Ceremonies.....	43%	43%
Medicinal Plant Gathering.....	22	13
Drumming/Singing.....	14	16
Traditional Dancing.....	27	25
Beading.....	33	39
Other (specify) _____	16	13
I Have Not Participated.....	36	37

Q48. How important do you feel it is to educate tribal members in traditional language and culture?

	On	Off
Very Important.....	64%	80%
Somewhat Important.....	25	13
Not Very Important.....	04	03
Not Important At All.....	02	01
Not Sure.....	04	05
No Answer.....	01	00

Q49. How familiar are you with the Menominee language?

	On	Off
Very Familiar.....	06%	02%
Somewhat Familiar.....	37	28
Not Very Familiar.....	33	42
Not Familiar At All.....	23	28
No Answer.....	01	00

Q50. How familiar are you with the Menominee culture?

	On	Off
Very Familiar.....	16%	14%
Somewhat Familiar.....	57	54
Not Very Familiar.....	17	24
Not Familiar At All.....	07	08
No Answer.....	03	00

Q51. If you wanted to know more about Menominee language or culture, would you know who to contact to get the information you need?

	On	Off
Yes.....	66%	42%
No.....	33	57
No Answer.....	02	01

Q52. Listed below are several aspects of life in the Menominee community. Please indicate how important these community aspects are to you. (Circle one answer for each item.)

On Reservation n = 219 & Off Reservation n= 201

		Essential		Very Important		Somewhat Important		Not Too Important		Not At All Important		No Answer	
		On	Off	On	Off	On	Off	On	Off	On	Off	On	Off
Q52a.	Environmental (lakes, forest, fresh air, natural resources, etc.)	67%	73%	30%	25%	01%	01%	01%	01%	00%	00%	01%	01%
Q52b.	Gaming	34	31	37	37	18	23	06	05	03	03	01	02
Q52c.	Recreational (hunting, fishing, camping, rafting, etc.)	53	49	31	39	15	10	02	01	00	00	01	01
Q52d.	Social (family, friends, etc.)	58	54	32	35	07	09	02	01	00	00	01	01
Q52e.	Housing	56	55	35	32	06	10	01	02	01	01	01	01
Q52f.	Cultural (Pow-wows, traditions, heritage, etc.)	46	54	32	32	15	10	05	03	01	00	01	02
Q52g.	Small Town vs. City Life (small community, rural atmosphere, etc.)	25	31	43	37	25	22	04	07	01	03	02	02
Q52h.	Public Assistance (social service, health care, etc.)	48	44	39	40	10	10	01	03	01	02	01	02
Q52i.	Cost of Living (low taxes, less expensive, etc.)	51	50	38	33	09	12	01	01	01	02	01	03
Q52j.	Health Care (clinic, medical services, etc.)	69	70	28	26	02	02	00	00	00	01	01	02
Q52k.	Job Opportunities	68	66	28	26	03	04	00	02	01	01	01	01
Q52l.	College Education Opportunities	58	67	33	25	06	05	01	01	01	01	01	02
Q52m.	K-12 Education	70	66	27	25	02	04	00	00	01	02	01	03
Q52n.	Other:	09	10	05	04	01	01	00	00	01	00	85	83

GOVERNMENT

Q53. How familiar are you with the members of the Menominee Tribal Legislature?

	On	Off
I Know At Least Three of Them...	40%	39%
I Know At Least Six of Them...	14	06
I Know All of Them.....	29	07
I Don't Know Any of Them.....	16	48
No Answer.....	01	01

Q54. Listed below are several areas where services and programs are overseen by the Menominee Tribal Government. Please indicate how problematic you feel these areas are for the Menominee Nation today. (Circle one answer for each).

On Reservation n = 219 & Off Reservation n= 201

		Very Important Problem		Moderate Problem		Small Problem		No Problem		Don't Know		No Answer	
		On	Off	On	Off	On	Off	On	Off	On	Off	On	Off
Q54a.	Conditions of streets and roads.	35%	16%	35%	30%	23%	27%	03%	11%	02%	11%	02%	04%
Q54b.	Traffic on the reservation.	17	09	33	23	29	30	16	22	03	13	01	04
Q54c.	Public transportation.	25	19	20	29	24	17	24	10	06	22	01	03
Q54d.	Community growth and planning.	47	43	26	21	15	12	04	05	08	16	01	03
Q54e.	Economic development.	58	51	24	23	09	06	03	03	04	14	02	03
Q54f.	Shopping for goods/services on the reservation.	65	52	21	26	06	08	02	02	05	10	01	03
Q54g.	Crime and Law Enforcement.	60	39	23	25	09	14	04	04	02	14	01	04
Q54h.	Public Utilities (water, sewer, etc.)	28	24	22	23	22	16	16	11	09	22	03	03
Q54i.	Services provided by the Tribe.	43	32	25	29	12	12	08	06	08	18	03	04
Q54j.	Alcohol and Drug Abuse on the reservation.	85	77	10	10	02	02	00	00	02	09	02	02
Q54k.	Health care on the reservation.	48	41	22	24	15	09	12	10	02	13	01	03
Q54l.	K-12 Education on the reservation.	51	40	21	17	13	12	07	09	06	19	02	03
Q54m.	College Education on the reservation.	36	32	21	19	15	13	19	15	09	19	01	02
Q54n.	Recreation and leisure activities.	40	29	22	24	18	17	14	13	06	14	01	02
Q54o.	Other:	08	10	01	01	00	00	01	01	04	07	87	82

Q55. What do you consider are the three most serious problems that need to be addressed by the Menominee Tribal Legislature today?

- _____
- _____
- _____

Q56. How do Menominee government decisions affect you?

COMMUNICATION QUESTIONS

Q57. What type of media do you use to receive information about the Menominee Nation?

(CIRCLE ALL THAT APPLY)

	On	Off
Local Television.....	42%	23%
Local Radio.....	37	08
Menominee Nation News.....	84	64
Shawano Leader.....	53	19
Word of Mouth.....	78	71
Tribal Meetings.....	31	12
The Internet.....	15	22
Other (specify) _____	04	09

Q58. Do you attend General Tribal Council meetings?

	On	Off
Yes.....	34%	18%
No.....	61	80
No Answer.....	05	02

Q59. Do you, or does any member of your household, own a personal computer?

	On	Off
Yes.....	49%	70%
No.....	48	30
No Answer.....	03	00

Q60. Have you or other members of your household used your home computer to dial in to the Internet?

	On	Off
Yes.....	40%	66%
No.....	24	14
Not Sure.....	02	01
No Answer.....	34	18

Q61. Do you feel you are kept adequately informed regarding important issues affecting the Menominee Nation?

	On	Off
Yes.....	29%	26%
No.....	67	72
No Answer.....	04	02

DEMOGRAPHICS QUESTIONS

This information helps the Menominee Tribe of Wisconsin to design programs and services specific to the needs of its members. These demographic data are not used to identify individual responses. The analyses will be based on grouped data and individual responses will be kept confidential.

Q62. Which of the following best describes you? (Circle one answer.)

	On	Off
Enrolled Menominee.....	98%	95%
Menominee Descendent.....	02	05
Tribal Member but not Menominee.....	00	00
Other:.....	00	00

Q63. Do you reside within the Menominee Reservation boundaries? n = 430

	On	Off
Yes.....	51%	47%
No.....	00	00
No Answer.....	02%	

Q64. Do you intend to live on the reservation sometime in the future?

	On	Off
Yes.....	63%	23%
No.....	04	06
Not Sure.....	10	18
No Answer.....	23	52

Q65. Which of the following statements best describes your employment situation?

	On	Off
Employed Outside Your Home.....	50%	58%
Employed Within Your Home.....	06	03
Out of the Workforce.....	02	07
Retired.....	21	14
Student.....	02	05
Unemployed.....	16	12
No Answer.....	03	01

Q66. Are you employed on the reservation?

	On	Off
Yes.....	48%	12%
No.....	40	85
No Answer.....	12	03

Q67. What is your occupation?

Caregiver.....	02%
Child Care.....	<1
Counselor/Social Services.....	04
Disabled.....	02
Education.....	05
Environment/Natural Resources.....	<1
Farming.....	<1
Gaming.....	05
Government.....	02
Homemaker.....	06
Laborer.....	14
Law Enforcement.....	02
Management/Administrative.....	21
Medical.....	06
Retired.....	06
Service Worker.....	15
Small Business.....	04
Student.....	02
Technical.....	02
Unemployed.....	02
Volunteer.....	<1

Q68. Which of the following best describes your CURRENT marital status?

	On	Off
Single, Never Married.....	25%	26%
Married.....	43	46
Separated.....	03	04
Divorced.....	18	21
Widowed.....	11	04
No Answer.....	01	00

Q69. How many children under 18 years of age reside in your household?

	On	Off
None.....	44%	50%
One.....	18	20
Two.....	20	17
Three.....	11	07
Four or More.....	06	06

Q70. What is your gender?

	On	Off
Male.....	39%	37%
Female.....	61	61
No Answer.....	01	02

Q71. What is your age?

	On	Off
18 to 24.....	03%	05%
25 to 34.....	14	14
35 to 44.....	21	27
45 to 54.....	26	27
55 to 64.....	14	17
65 or Over.....	22	06
No Answer.....	02	01

72. What is your combined TOTAL FAMILY INCOME before taxes?

	On	Off
Less than \$10,000.....	19%	17%
\$10,001 to \$20,000.....	23	12
\$20,001 to \$30,000.....	17	15
\$30,001 to \$40,000.....	09	10
\$40,001 to \$50,000.....	08	13
\$50,001 to \$75,000.....	09	17
More than \$75,000.....	03	08
Not Sure.....	07	05
No Answer.....	06	03

Q73. What TOTAL INDIVIDUAL INCOME before taxes?

	On	Off
Less than \$10,000.....	31%	28%
\$10,001 to \$20,000.....	24	16
\$20,001 to \$30,000.....	19	18
\$30,001 to \$40,000.....	08	11
\$40,001 to \$50,000.....	04	09
\$50,001 to \$75,000.....	03	07
More than \$75,000.....	09	04
Not Sure.....	03	05
No Answer.....	00	04

Q74. What is the highest level of education you have completed? (Circle one answer.)

	On	Off
8th Grade or Less.....	04%	05%
Some High School.....	16	15
High School Graduate.....	19	16
Some College/Technical School.....	44	45
Bachelor's Degree.....	11	10
Master's Degree.....	03	07
Professional Degree (MPA, MD, DDS, JD).....	00	01
Doctorate (Ph.D., ED.D.).....	01	00
No Answer.....	02	01

Q75. Do you plan to continue your education sometime in the future?

	On	Off
Yes.....	42%	51%
No.....	32	24
Not Sure.....	21	24
No Answer.....	06	01

Q75a. When making your continued education plans, which of the following areas will you need assistance? (Circle all that apply.)

	On	Off
Child Care.....	14%	16%
Financing.....	53	61
Transportation.....	16	18
Advising.....	22	27
Other: _____.....	05	09

Q76. Is there anything else that you would like to tell us that would help us assess the needs of the Menominee Nation Community?

THANK YOU FOR YOUR PARTICIPATION!

Please return your completed survey in the enclosed postage-paid envelope.

Appendix B: Resources

Enrollment Department, Statistical Data.

Gauthier, Anthony, Strategic Planning Logo Artist, 2005.

Historic Preservation Department. Historical photos, assistance with the Menominee language usage and Menominee territorial range map.

Information Technology Department. Technical Assistance.

Menominee County. Statistical data and Menominee territorial range map.

Menominee Facts and Figures, Department of Administration, 2004.

Menominee Indian Reservation Historical Review, Historic Preservation, 2004.

Menominee Indian Tribe of Wisconsin 2005 Community Needs Survey Final Report, College of Menominee Nation, 2005.

Menominee Indian Tribe of Wisconsin Annual Report, Department of Administration, 2006.

Menominee Indian Tribe of Wisconsin Constitution and Bylaws, 1976.

Menominee Nation News. Photos and logo, 2007.

Menominee Tribal Government Plan, Tribal Ordinance No.95-04, 2007. Used to describe programs with specific emphasis in service areas.

Menominee Tribal History Guide, Historic Preservation, 1998.

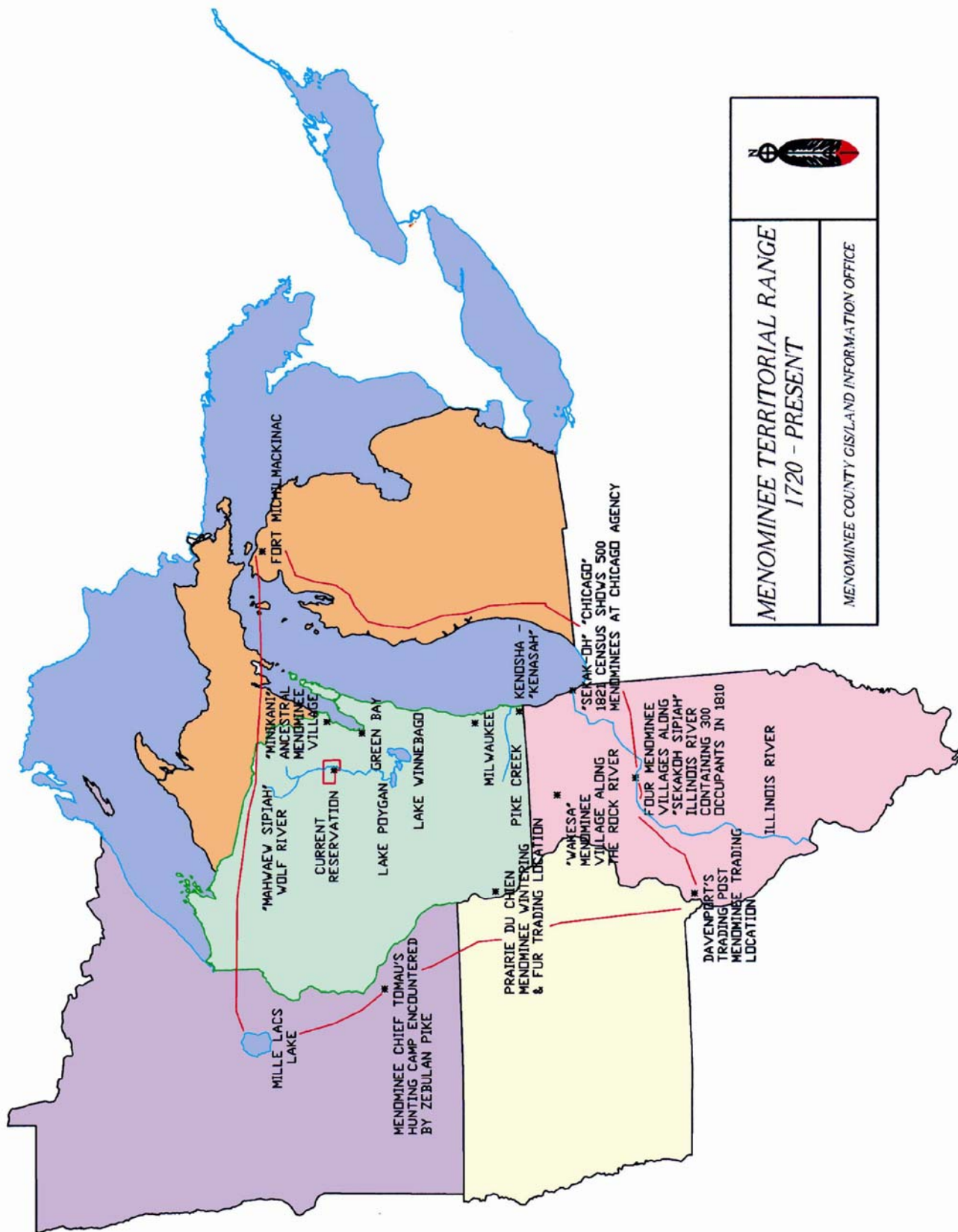
Nicholas Peroff, Menominee DRUMS: Tribal Termination and Restoration 1954-1974. Oklahoma: University of Oklahoma, 1982.

Price, Steven, Graphic Artist, 2007.

Workgroup minutes, community meetings minutes and in-service training minutes.

*For more information regarding the strategic planning meeting minutes please contact the Department of Administration at (715) 799-5627, Attention: Brenda L. Tomow.

Appendix C: Menominee Territorial Range-Map



The Historic Preservation Department conducted the research necessary for Menominee County to create the Menominee Territorial Range-Map.

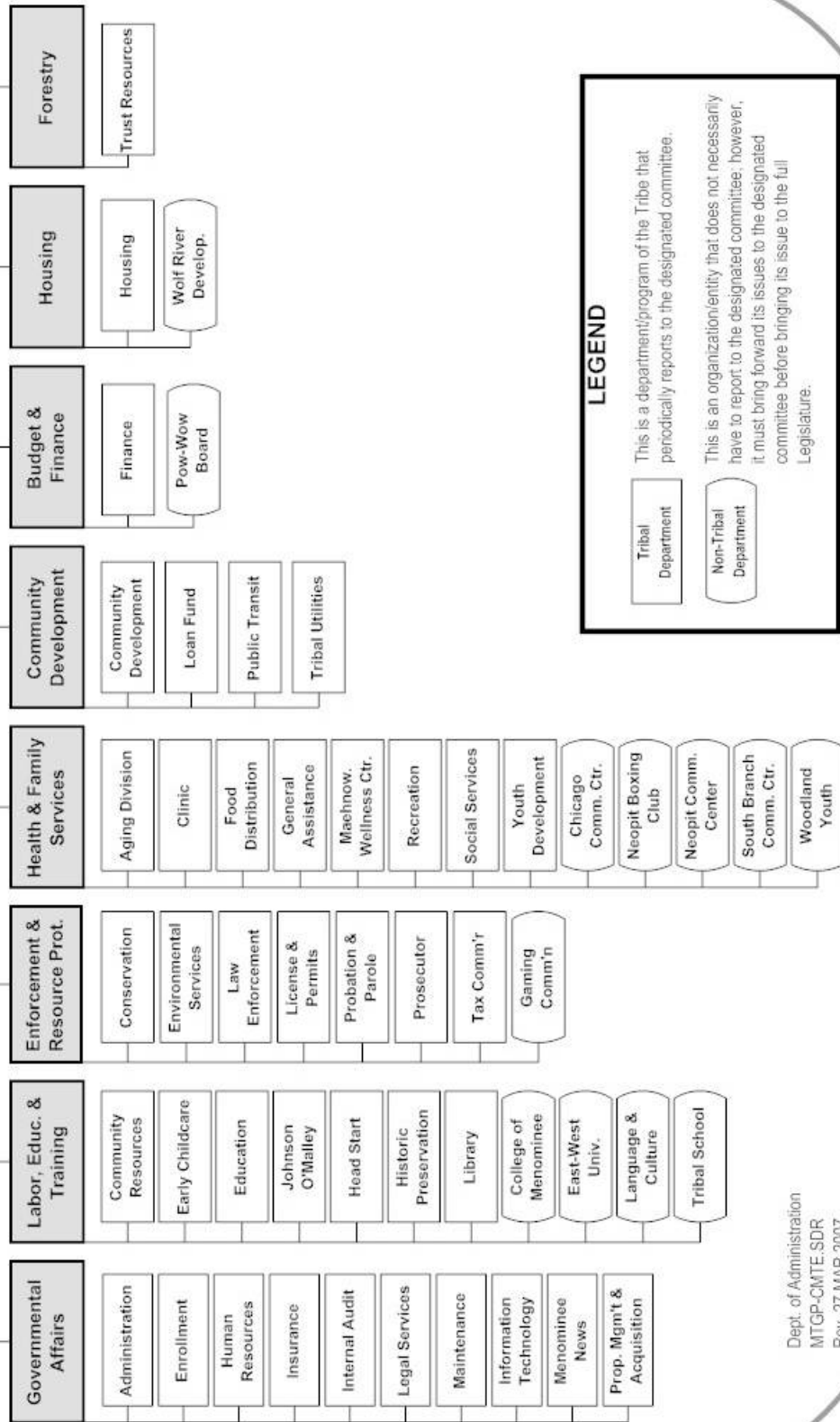
Appendix D: MITW Committee Flowchart

MITW-Committee Flowchart

Adopted Under the Tribal Government Plan (Ord. No. 95-04)



Menominee Tribal Legislature



LEGEND

Tribal Department
This is a department/program of the Tribe that periodically reports to the designated committee.

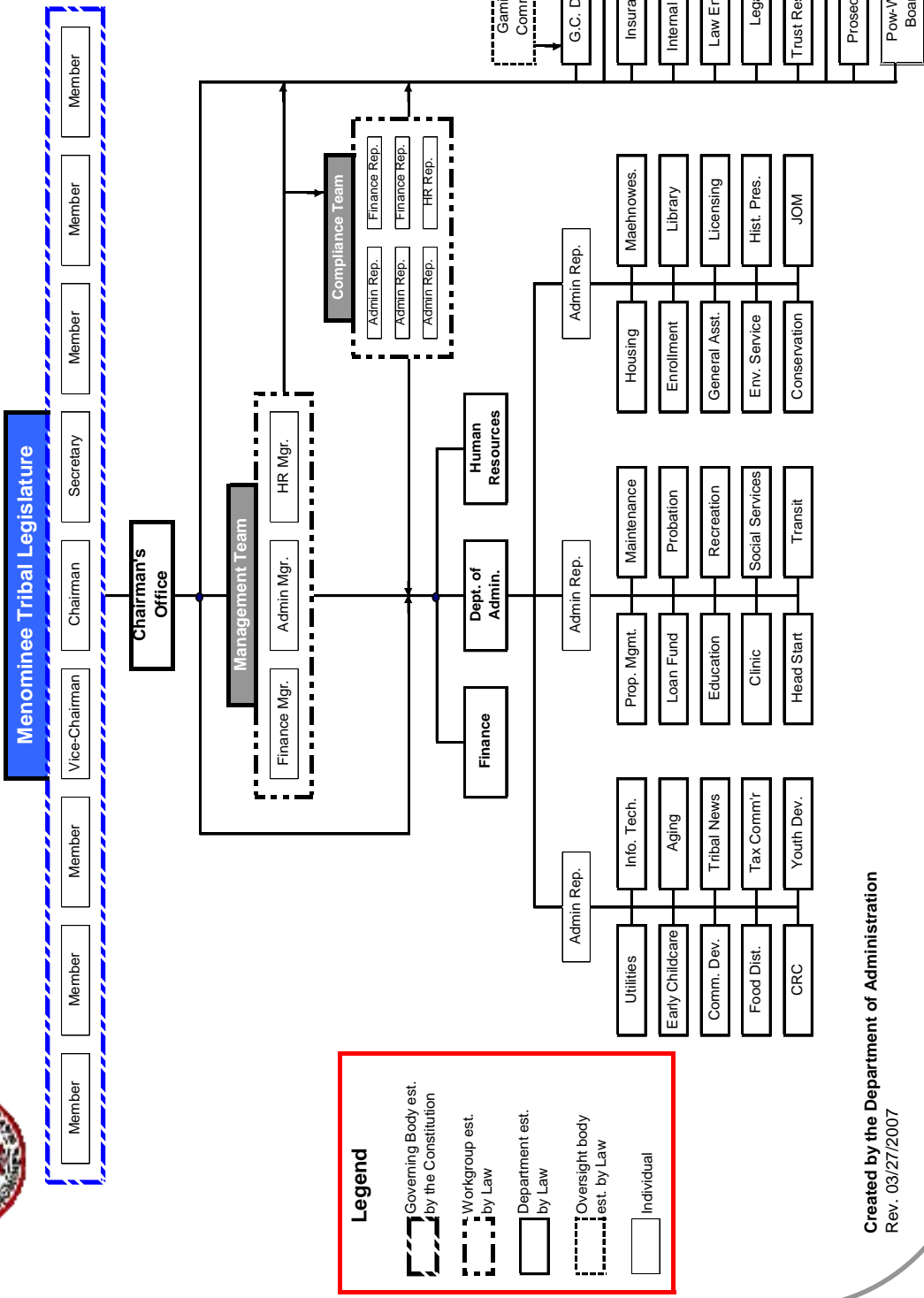
Non-Tribal Department
This is an organization/entity that does not necessarily have to report to the designated committee; however, it must bring forward its issues to the designated committee before bringing its issue to the full Legislature.

Dept. of Administration
MITGP-CMTE.SDR
Rev. 27 MAR 2007

Appendix E: MITW Administrative Flowchart

MITW-Administrative Flowchart

Established Pursuant to the Government Plan (MITW Ordinance No. 95-04)



Legend

- Governing Body est. by the Constitution
- Workgroup est. by Law
- Department est. by Law
- Oversight body est. by Law
- Individual

Created by the Department of Administration
Rev. 03/27/2007

Appendix F: Community and Employee Recognition

Keshena Senior Center 7/5/2005

1. Joe Melott
2. Edwin Wilber Jr.
3. Forrest L. King
4. Margaret King
5. Marcene Boivin
6. Jim S. Boivin Sr.
7. Rudy A. Reiter
8. Violet Butler
9. Margaret Garza
10. Betty Gray
11. John Reiter
12. Don Graser
13. Ellen Graser
14. Rose Marie Childs
15. Gerhardt Wychesit
16. Evelyn Church
17. Wilber G. Wilber
18. Wayne Pecore Sr.

Neopit Senior Center 7/6/2005

1. Cordelia Beauprey
2. Cecelia Beauprey
3. Rowena Oshkosh
4. Rose Nahwahquaw
5. Jean Marie Waupoose
6. Frances A. Kakwitch
7. Bea Wilber
8. Nell-Lee Hawpetoss-Tiedemann
9. Mary B. Hawpetoss

South Branch Senior Center 7/7/2005

1. June Corn
2. Robert Johnson
3. Lloyd J. Pecore
4. Jennie Warrington
5. Charlene W. Mallerie
6. Joe Ponfil
7. David Teller Sr.

Community Meeting 9/12/2005

1. Roberta Robinson
2. D. Jeannine Keshena
3. Eileen M. Schultz
4. William Williams
5. Wiladean Peters
6. Veronica Peters
7. Barbara Caldwell
8. Joe Melotte
9. Joyce Burns
10. Christine Stewart
11. Rogerine Wychesit
12. John Reiter
13. Janice Warrington
14. Jean Cox
15. Shirley Peters
16. Rose Goodwill

17. Jeff Vander Venten
18. Loretta Lamotte
19. Gerhardt Wychesit
20. Marci Hawpetoss
21. Marguerite Bowan
22. Dennis Kenote
23. Lynn Collins
24. Twila Peters
25. Bernard Vigue
26. Dave Grignon
27. Beatrice Chevalier
28. Robin Penass
29. Francis Reiter
30. June Miller
31. Larry LaFromboise
32. Anthony Gauthier
33. Freida Bergeon
34. Alan Caldwell
35. Edmund Waubanasum
36. Douglas Cox
37. Betty Gray
38. Quentin Beauprey
39. Myrna Beauprey
40. Sid Dodge
41. Davey J. Reiter
42. Pat Roberts
43. Bernadine Haun
44. Lloyd J. Pecore
45. Gaynelle Hawpetoss
46. Kenny Peters
47. Mae Chevalier
48. Margaret King
49. Forrest King
50. Barbara Reiter
51. Glenda Tahmahkera
52. Ron Bowan
53. Georgiana Tucker
54. Ron Tucker
55. Mary James
56. Laurie Boivin
57. Julia Corn
58. Bruce Wilber Sr.
59. David Oshkosh
60. Judy Duquain
61. Debbie Reiter
62. Shirley Kohl
63. Myrna Warrington
64. Paula Peters
65. Frances K. Tomow
66. Richard Dodge
67. Jeff Komanekin
68. Kim Komanekin
69. Connie Schuster
70. Guy Keshena
71. Mary Fish
72. Claire Brown
73. Gary Besaw
74. Edwin Wilber
75. Eugene Caldwell
76. Linda Caldwell
77. Brent Reiter
78. Joan Delabreau

79. Elisa Peters
80. Karen Bowman-Dillenburg

Chicago Community Meeting 9/30/2005

1. Michael S. Nowat
2. Sara Calabaza
3. Randall Denning
4. Barbara Jersey
5. Jim DeNomie
6. Denise Tucker
7. John Angel
8. Steven Awonohopay Sr.
9. Cornelius (Neal) Warrington

In-Service Trainings 1/11/2006

1. Lisa Gast
2. Patsy Hesse
3. Darrell O'Katchikum
4. Greg Smith
5. Rose Ponfil
6. Yvette Schroeder
7. Deborah Reiter
8. Sharon Giese
9. Dr. Steven Dakai
10. Carol Corn
11. Lynnette Wychesit
12. Candice Fergens
13. Michelle Hoffman
14. Tanaes Washinawatok
15. Rosemund Hoffman
16. Susan Waukau
17. Walter Cox
18. Adrian Miller
19. William Cox III
20. Donald Waukechon
21. Myrna Warrington
22. Wayne Waupoose
23. Karla Kitson
24. Lynnette Miller
25. Llewellyn Boyd

Community Meeting 1/16/2006

1. Ron Tucker
2. Georgiana Tucker
3. Glen Tucker
4. Jeanie Warrington
5. Susan Miller
6. Bernadine Haun
7. Richard Tourtillott
8. Carol Warrington
9. Lorene Pocan
10. Debbie Reiter
11. Francis Reiter
12. Doug Cox
13. David Miller
14. Tony Warrington
15. Frieda Bergeon
16. Rose Ioupe
17. Sid Dodge

18. Laurie Boivin
19. Mae Chevalier
20. Pat Mendoza
21. Regina Washinawatok
22. Gwendolyn Washinawatok
23. Crystal Kaquatosh
24. Carl Kaquatosh
25. Jennifer Gauthier
26. T. Kakkak
27. T. Reiter
28. Barbara Reiter
29. Katinee Menore
30. Mary Menore
31. Joseph Sullivan
32. Richard Treson
33. David J. Kitson Jr.
34. Dakota L. Tomow

**Elder's Meeting
2/6/06**

1. Rose Nahwahquaw
2. Barbara Reiter
3. Clifford J. Madosh
4. Eugene Caldwell
5. Linda Caldwell

**In Service Meeting
2/8/06**

1. Joel Whitehouse
2. Ann Marie Johnson
3. Treva Chupco
4. Carol Nunway-Tyler
5. Alegra Fowler
6. Bridgette Miller
7. Carey Waubanasum
8. Debra Martzke
9. Cameo Lawe
10. Sheldon Webster
11. Brenda Nordin
12. Rebecca Waupoose
13. Karen Waukau
14. Devan Miller
15. Steve Price
16. Marci Hawpetoss
17. Roberta Penass
18. Andy Westphal
19. Neil Elgin
20. Rich Olah
21. Rosemary Warrington
22. Sid Dodge
23. Donald Reiter
24. Patricia James
25. Shannon Wilber
26. Melissa Pitzel

**South Branch Community Meeting
2/14/06**

1. Lloyd Pecore
2. Tony Warrington
3. Barbara Wescott
4. Carol Warrington
5. Clare Corn
6. Jeanie Warrington

**MLCC In-Service Training
2/15/06**

1. Sherri LaChapelle
2. Marie Floring
3. Karen Washinawatok
4. Lavina Shawano
5. Davey-Jean Reiter
6. Margaret Snow
7. Lorene Pocan
8. Warren Wilber Sr.

**In-Service Training
2/24/06**

1. Gary Pyawasay
2. Tavon Burkel
3. Linda Warrington
4. Yolanda Shawanokasic
5. Carl Barnes Sr.
6. Carrie Latender
7. Sue Blodgett
8. Robin Waukau
9. Roberta Cox
10. Ramona Lyons
11. Valerie Self
12. Janice Smith
13. Carol Sanapaw
14. Spring Tomow
15. Jolene Riemer

**Elder's Meeting
3/6/2006**

1. Rose Nahwahquaw
2. Barbara Reiter
3. Loretta Lamotte
4. Clifford Madosh
5. Eugene Caldwell
6. Linda Caldwell

**In Service Training
3/8/06**

1. Sue Blaha
2. Ammie Munoz
3. Rebecca Alegria
4. Roxie LaRock
5. Frank McLellan
6. Joseph Lyons
7. Andrew Warrington
8. Dave Waupoose
9. Eva Robinson
10. Brenda Johnson
11. Jerilyn Waupoose
12. Carmella Peters

**Elder's Meetings
3/13/2006**

1. Edwin Wilber
2. Joe Melotte
3. Wayne Pecore, Sr.
4. Betty Gray
5. John Tucker
6. Sid Dodge
7. Tom Sands
8. Donald Graser
9. Vaughna Collicott
10. Dan Collicott

11. Rose Marie Childs
12. Rosemary Gengler
13. Robert Gengler
14. Lowell Waupoose
15. Donald Richmond
16. Lewellyn Boyd

**Elder's Meetings
3/14/2006**

1. Rowena Oshkosh
2. Barbara Reiter
3. Eugene Wayka
4. Francis Kakwitch
5. Rose Nahwahquaw
6. Cordelia Beauprey
7. Sherita Beauprey
8. Myrna Beauprey
9. Henry Hawpetoss
10. Cecilia Neconish

**Community Meeting
3/27/06**

1. D. Jeannine Keshena
2. Chad Nunway
3. John B. Reiter
4. Davey J. O'Kimosh- Reiter
5. Bernadette Bear
6. Anthony Bruette
7. Jonathan Ray Torres
8. Jeanie Corn
9. Jeanie Warrington
10. Bernadine Haun
11. Carol Warrington
12. Myrna Warrington
13. Colin Caldwell, Sr.
14. Shirley Peters
15. Ron Bowan
16. Sylvia Dodge
17. Karen Bowman- Dillenburg
18. Freida Bergeon
19. Edwin Wilber
20. Ron Tucker
21. Georgiana Tucker
22. Pat Mendoza
23. Mae Chevalier
24. Susan Miller
25. Bruce Shiflett
26. Margo Reiter
27. Pamela Webster
28. Bobbie Jo Long
29. Michael Metoxen
30. Terri Wynos
31. John Reiter
32. Merwin Wynos
33. Chad Waukechon
34. Tony Warrington
35. Barbara Caldwell
36. Barbara Reiter
37. Rose Nahwahquaw
38. Marguerite Bowan
39. ReeAnn Chapman

**Youth Alliance
3/29/2006**

1. Varlin Basina
2. Matt Johnson
3. Greg Gauthier
4. Tara Menore
5. Annmarie Tomow
6. Everlee Duquain
7. Moneesah Perez
8. Amanda Pitzel
9. Kenny Peters
10. Georgia Tourtillott

**Youth Leadership
Conference
4/8/06**

1. Jessica Vanzile
2. Miriam Waupoose
3. Lucinda Chupco

**Community Meeting
5/15/06**

1. Davey J. Reiter
2. John B. Reiter
3. Francis Dick
4. Caroline Caldwell
5. Frances Kakwitch
6. Eugene Wayka
7. Zenith Lyons
8. Margaret Garza
9. Betty Gray
10. Cordelia Beauprey
11. Marcene Beauprey-Boivin
12. Lloyd Pecore
13. Bruce Shiflett
14. Mary Lepscier
15. Aleta Fish
16. Rose Marie Childs
17. Ellen Graser
18. Dan Collicott
19. Edith Peters
20. Shirley Peters
21. Barbara Reiter
22. Donald Graser
23. Vaughan Collicott
24. Thomas Sands
25. Llewellyn Boyd
26. Edwin Wilber
27. Frieda Bergeon
28. Charlene Mutter
29. Lynette Wychesit (Aging Division)
30. Carol Warrington
31. Tony Warrington
32. Joyce Kotschi
33. Candice Firgens
34. Jeanie Warrington
35. Bernadine Haun
36. Julia Corn
37. Crystal Chapman
38. B.H.
39. Matthew White
40. Christine Stewart

**In Service Training
6/1/06**

1. AnnMarie Berg
2. Edey Escalante
3. Lottie Tucker
4. Destiny Spruce
5. Christopher Caldwell
6. Patricia Peters
7. Amy Perez
8. Marla Bellanger
9. Dawn Turney
10. Rogerine Wychesit
11. Kay Cook
12. Reynel Tucker
13. Sabrina Koon
14. Michael Delabruce
15. Andy Allord
16. Kurt Nelezen

**Youth Alliance
6/7/06**

1. Maria Webster
2. Georgia Tourtillott
3. Gregory Gauthier
4. Heaven Klemens
5. Amanda Pitzel
6. Jamie Cornelius
7. Varlin Basina
8. Kenny J. Peters
9. Annmarie Tomow
10. Andrienne Waubanasum

**Community Meeting
6/12/06**

1. Davey J O'Kimosh-Reiter
2. John B. Reiter
3. David Grignon
4. Tanaes Washinawatok
5. Miranda Washinawatok
6. Karen Washinawatok
7. Allen Washinawatok
8. John O. Tucker
9. Roberta Penass
10. Michael Chapman
11. Roxie Big Fire
12. Geri Skenadore
13. Jeremy Weso
14. Llewellyn Boyd
15. Marguerite Bowan
16. Ronald Bowan
17. Donna Powless
18. Kenew Grignon

**JTP/Special Projects
Summer Youth
6/19/2006**

1. Darrell O'Kimosh
2. Adrian Feather
3. Freeman Peters
4. Jessey Hawpetoss
5. Daryl Waupékenay
6. Catherine Waupékenay
7. Cree Wayka
8. Annette Peters
9. Kenneth Sanapaw

10. Richard O'Kimosh
11. Michael O'Kimosh
12. Justine Pocan
13. Leslie Corn
14. Manih Oshkosh
15. Amanda Lyons
16. Kurtis Wilber
17. John Redkettle
18. Evelyn Wynos
19. Dustin
20. Elizabeth Williams
21. Theresa Tucker
22. David Doxtator
23. Marena Pamanet
24. Miriam Waupoose
25. Simone Tourtillott
26. Daryl Waupékenay

**Community Meeting
9/11/06**

1. Davey J. O'Kimosh-Reiter
2. Juliana Corn
3. Dorothy Martin
4. D. Jeannine Keshena
5. Andy Horton
6. Frieda Bergeon
7. Norbert Sturdevant
8. Mary Beth Pecore
9. Pat Martin
10. Mercedes Summer
11. Ron Bowan
12. Marguerite Bowan
13. Carol Warrington
14. Jeanie Warrington
15. Tony Warrington
16. Roberta Penass
17. Dakota L. Tomow
18. Michael Peters
19. Anthony Gauthier

**In Service Training
9/22/06**

1. Pamela Waupékenay
2. Karen Kunze
3. Laurie Boivin
4. Mark Caskey
5. Mary Travis
6. Nicholas Keszo
7. Patricia Burr
8. Mary LaMarche
9. Stephan A. Eisfelder
10. Gary Lewandowski
11. Cheryl Caldwell
12. Jerry Waukau
13. David A. Waupoose

**Bridges Out of Poverty
10/23 & 10/24/2006**

1. Davey Jean Peters
2. Pat Roberts
3. James L. Reiter
4. Duane Waukau
5. George Otradovec
6. Joyce Kotschi
7. Jamie Loud Bear Wayka

8. Ronald Bowan Sr.
9. David Corn
10. Mark Waukau Sr.
11. Tom Litzow
12. Harold K. Wilkes
13. Walter J. Cox
14. Adrian Miller
15. Lynette Miller
16. Robert E. Tucker Jr.
17. Laurie Boivin
18. Yvette M. Ducane
19. Roberta Reiter
20. Patricia Tourtillott
21. Devan Miller
22. Rose Wayka
23. Edwin J. Wilber
24. Wayne Pecore Sr.
25. Mary Beth Pecore
26. Louis Washinawatok
27. Doug Cox
28. Jacqueline Pubanz
29. Michael Wilber
30. Theodore Warrington
31. Lloyd J. Pecore
32. Roberta M. Robinson
33. AnnMarie Johnson
34. Linda Caldwell
35. Carrie Grignon
36. Leslie Shawanokasic
37. Regina Washinawatok
38. Nicole Waukau-Wilber
39. Todd Every
40. Rick Warrington
41. Brett Hoffman
42. William Beauprey
43. Renee Mahkimetas
44. Ben Kaquatosh
45. David Grignon
46. Shannon Wilber
47. Diana Taubel
48. Marlin Waupoose
49. Annette Westphal
50. Jennifer Gauthier
51. Sigrid Congos
52. Neil Elgin
53. Joan Delabreau
54. Jeremy Weso
55. Kim Komanekin
56. Gail Bowman
57. Amy Hernandez
58. Frances Walker
59. Penny Escalante
60. Karen Washinawatok
61. Kathy Kaquatosh
62. Patrick Delabreau
63. Jerry Waukau
64. Virginia Nuske

**JTP Youth Workers
2006/2007**

1. Melinda Cree
2. Breon Maho

**Youth Awareness Day
5/16/2007**

1. Michael Waubanasum
2. Peggy Miller
3. Linette Shawano
4. Carrie Webster
5. Lois Webster
6. Danielle Tomow
7. Aleasha D.
8. Jacob Zuckkahosee
9. Alexis J.
10. Kaycee Frechette
11. Amanda Welk
12. Cami Perez
13. T.G.
14. Diane Burns
15. T.K.
16. Harlan Peters
17. Treva Kenote
18. Dion Dick
19. Michelle Laird
20. Alexis Smith
21. Samantha Dickenson
22. Rolanda Boivin
23. Brandi Waupoose
24. J. Kitson
25. Janessa
26. Kenane
27. Diana
28. McKaylee D.
29. Sky
30. David Swett
31. Mitchell O.
32. Varlin Basnea
33. Vaughn Walter
34. Gunnar Peters
35. Ashley Amber
36. Christy Boyd
37. Justine Peters
38. Brewnan Waupoose
39. Emerlee Duquain
40. Briana Ninham
41. Jessie Warrington
42. Marcus Wilber
43. Gina Washinawatok
44. Maria Gomez
45. William Tepiew
46. Shandel Wychesit
47. Airelle Waupoose
48. Marilyn Teller

**Zoar Public Hearings
July 16, 2007**

1. Gerald Weso
2. Mary Weso
3. Ada Deer
4. William Waukau Jr.
5. Linda Delgado
6. Frank Delgado
7. Twila Neconish

**Neopit Public Hearings
7/16/2007**

1. Francis Walker
2. Roberta Robinson
3. Gary Schuettpelez
4. John Lawe
5. Roger McPherson
6. Connie Deer
7. Gordon Waupekenay
8. Deloris Caldwell
9. Barbara Reiter
10. Pamela Waukau
11. Catherine Waukau
12. Deloris A. Cobb

**South Branch Public
Hearings**

7/17/2007

1. Lloyd J. Pecore
2. Connie Deer
3. Ada Deer
4. Pattie James
5. Tony Warrington
6. Carol Warrington
7. Edith Peters
8. Susan Wescott
9. Elizabeth Arnold
10. Steven Arnold
11. Yvette Ducane
12. Richard Ducane
13. Jonathan Pyatskowit
14. Melanie Firsens
15. Julia Corn
16. Hazel Stuewar
17. Bernard Stuewar
18. Jeanie Warrington
19. Clare Corn
20. Cheryl Galan-Martinez
21. Crystal Kaquatosh
22. Brenda Dick
23. Gerald Dick Jr.

**Middle Village Public
Hearings**

7/17/2007

1. Janice LaTender
2. Barbara Fish
3. Marjorie Komanekin
4. Jeremy Pyatskowit
5. Earl Wescott
6. Lacy Dixon
7. Marcus Boyd
8. Kateri Waupochick
9. Debra Mahkimetas
10. M. Mahkimetas
11. Shelly Dick
12. Lynn Tourtillott

**Green Bay Public Hearings
7/18/2007**

1. Gary Boyd
2. Liz Sackatook
3. Shandelle Sackatook
4. Marissa Sackatook
5. Dennis Kenote
6. Dayna Skray
7. Jeanine LaRock
8. Kendall LaRock
9. Randy Katchenago Sr.
10. JD Shatswell
11. Dakota Tomow
12. Mike Peters
13. Gordon Peters
14. George Cooper
15. Beverly Moser
16. Dawn Reiter
17. Kim Reiter-Summers
18. Bruce Pecore
19. Zoar Waubanasum
20. John W. Peters Jr.
21. Linda Bowman
22. Shirley Jennings
23. Ella Powless
24. George Broeffle

**Keshena Public Hearings
7/19/2007**

1. Carol Dodge
2. Glenda Tahmahkera
3. Dorothy Martin
4. Joe John Martin
5. Alapesic Tishdey
6. Davey J. O'Kimosh Reiter
7. John B. Reiter
8. D. Jeannine Keshena
9. Annolie Tucker
10. Joe Melott
11. Bruce Wilber Sr.
12. Sid Dodge
13. Debra Maskewit
14. Warren House
15. John Zimmerman
16. Dave Oshkosh Sr.
17. Sigrid Congos
18. Barbara Tourtillott
19. Vern Tourtillott
20. Lisa Lyons
21. Edwin Wilber
22. Anthony Waupochick Jr.
23. Susan Waukau
24. Connie Deer
25. Ada Deer
26. Anthony Gauthier
27. Roberta Tourtillott
28. Brian White
29. Lloyd Tourtillott
30. Ed Waubanasum
31. Barbara Grignon
32. Marguerite Bowan
33. Ron Bowan
34. Chris Caldwell
35. Luane Barrios
36. Bernadette Bear

37. Naomi Fish
38. Marsha Mel
39. H. Fish
40. Brooke BigJohn
41. Bernard S.
42. Carmella Peters
43. Rudy Reiter
44. Geri Skenadore
45. Joline Creapeau
46. Emerine Penass
47. Denis K.
48. Menomin Hawpetoss
49. Tammy Kitson
50. Sherri Lyons
51. David Kitson Jr.
52. David Kitson Sr.
53. Sandra Vass
54. Nate Winter
55. Margo Reiter
56. Gwen Hawpetoss
57. Llewellyn Boyd
58. Jim Zimmerman
59. David Grignon
60. John Tucker Sr.

**Milwaukee Public Hearing
7/20/2007**

1. Dick Kaquatosh Sr.
2. Ray Kaquatosh Sr.
3. Linda Haapala
4. Debra Askenette
5. Carl Kaquatosh
6. Jack Kaquatosh
7. Donald Bellanger
8. LaFern Awonohopay
9. Donna Hentnik
10. Michella Casey
11. Catherine Lyons
12. Carolyn Mattox
13. Vikola Lyons
14. Theresa Stahl
15. Connie Deer
16. Oralann Caldwell
17. Maria Schaeffer
18. Michael Schaeffer
19. Dominic Shanowat
20. DeAnna Valdez
21. Janelle Powless
22. Penny Barczynski
23. Carol Tucker
24. Ada Dear

**Chicago Public Hearing
7/21/2007**

1. Roberta Powless
2. Sean Harte
3. Jim Denomie
4. Barbara Jersey
5. Mavis Neconish
6. Leslie Powless
7. Ada Deer
8. Neal Warrington
9. Helen Warrington
10. Jayne Blacker
11. Sara Calabaza

12. Felicia Peters
13. Ron Kelty

**Gaming Commission
In-Service Training
9/6/2007**

1. Rose Ponfil
2. Gregory Smith
3. Darrell O'Katchicum
4. Lynette Miller
5. Lisa Gast
6. Patsy Hesse
7. Yvette M. Reed

Participation Totals

99 Youth Meeting Participants
71 Elder's Meeting Participants
265 Community Meeting Participants
122 In-Service Meeting Participants
430 Survey Participants
186 Public Hearing Comments
62 Public Hearing Participants

1,235 Total Community
Participants

15 % of the Tribal Membership