

MENOMINEE INDIAN TRIBE OF WISCONSIN

2023 STRATEGIC PLANNING

MENOMINEE TRIBAL LEGISLATURE

RETREAT EVALUATION REPORT



Introduction

The Menominee Indian Tribe of Wisconsin (MITW) Administration Department coordinated a retreat for the Menominee Tribal Legislature (MTL) to review, discuss, and gather feedback on the 2023 MITW Strategic Planning Process to date. The retreat was held on June 5-7, 2023.

Retreat Overview

The retreat was held at the Glacier Canyon Resort in Wisconsin Dells, WI. This retreat was intended to bring together the MTL with the Administrative Committee. The agenda focused on giving updates on the strategic planning process. Participants had an opportunity to review the progress toward the completion of goals and objectives for each planning pillar included in the strategic plan: Culture, Economic Development, Health, Education, Justice, Natural Resources, and Social/Community. The attendees were divided into four groups to identify opportunities and threats within each of the planning pillars. The retreat concluded with an opportunity to identify passions and priorities within each pillar and develop a strategy to assist in moving the strategic plan forward for completion.

“Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.”

~ Vince Lombardi, American football coach and executive in the National Football League

Participants

All members of the MTL, the Administrative Committee, and the Administration Department were invited to attend the retreat. Some were unable to attend due to family emergencies. Participants included:

Legislators:

Gena Kakkak	Rebecca Brunette	Spencer Gauthier	Myrna Warrington
Joey Awonohopay	Rachel Fernandez	Daynell Grignon	Dana Waubanasum

Assistant Administrators and Administrative Committee:

Patricia Peters	Stephanie Awonohopay	Antoine Chevalier
Joshua Pyatskowitz	Toni Caldwell	

Participants (continued)

Facilitators and Recorders:

Jodi Pfarr

Brenda Tomow

Edward Krueger

Desirae Wilber

Gary Dodge, Jr.

Beckie Murdock

Workgroup Meetings Agenda Review

The participants checked in on the evening of Sunday, June 4. The retreat began on Monday, June 5 with the following agenda:

Monday, June 5

Opening: Joey Awonohopay provided words of wisdom and prayer. He talked about how the work that is being done is not about today. It is about making things better for our children. Collectively we want things to be better for our children and we are moving in that direction. We need to honor and remember what has been done before – by our Elders, who wanted the same and went through similar steps over the years to bring us here. As we get older, we have more vision and patience, and we learn to compromise. We have respect for our leaders, directors, and supervisors. He asked the participants to give thanks to the leaders who were here before us and who got us to the present. Now it's time to take things to the next level while honoring the past.

Welcome: Chairwoman Gena Kakkak provided a welcome and shared her ideas for what is to be accomplished during the retreat. She shared that as tribal leaders, we need to make good decisions and create a legacy. She said, "Our people deserve better, and we need to do more to make that happen." She said, "The task is for the current Legislature to create a positive road map for the generations to come."

After introductions, Brenda Tomow reviewed the plan for the day and led a discussion on the Mission, Vision, and Values of the Tribe. She reviewed the progress to date for the implementation of the 2007 strategic plan. She highlighted the accomplishments and successes that have been realized and indicated how the dream, the wish list, in 2007 created a way forward to achieve many great collaborations and opportunities for improvement in the work being done within the Tribal community.

Edward Krueger spoke to the group about leadership in an era of change, the role of the MTL, and the Administrative Committee in leading MITW and the government's work for the Tribe. He indicated that leading through change requires effective communication to empower others and promote collaboration and teamwork. Leaders require a strategy to manage change effectively.

Jodi Pfarr talked to the group about the importance of their work in planning for the future of the Tribe, asking the group to consider an approach to the planning process that builds on a mindset of abundance, inclusiveness, and collaboration. She correlated the SWOT analysis to the NOW and FUTURE stories of the Tribe and its members.

Importance of Change

Adapt and Grow: Respond to new challenges, explore opportunities, and evolve.

Encourage Innovation and Creativity: Think differently, explore new ideas, and find innovative solutions to problems.

Competitive Advantage: The world is evolving, adapt strategies, stay relevant.

Evolution and Survival: Essential aspect of life and nature.

Change drives growth, innovation, adaptation, and progress.

Monday, June 5 (continued)

Jodi's presentation also highlighted the importance of working together with transparency and reinforced the need for a BOTH/AND rather than an EITHER/OR approach to listening and honoring others' ideas and opinions. She suggested the FUTURE story be focused on ABUNDANCE and CREATIVITY for planning.

Key comments from the closing for Monday's session include:

- Strategic Planning is important because of growth and change; we are evolving, and this stresses the importance of having timeframes, goals, and deadlines.
 - What drives strategic Planning? It is our passion, commitment, values, vision, and leadership.
- The world is forever evolving, and we must evolve with it to survive. We are the next generation coming in to make those changes.
- The decisions we make today will affect us in the future.
- Listening to the comments today and looking at people's faces, I see the emotions and expressions we share when we talk about our people. This helps solidify our intentions to move forward.
- I think this is beneficial because this is where we build relationships and engage freely to come up with ideas, away from the stresses of everyday life. We can problem-solve better for better solutions.
- I like that we should keep revisiting this frequently to make sure that these things are getting done. We are taking ownership of the plan.
- I wonder how many more successes we could have talked about if we had continued checking in with this document consistently.
- This put in perspective the scope of the Tribe. It shows me that the work people put into the Tribe is being done collectively. We have always been a collective and it's a good way to move forward.
- Stay focused on the plan. The survey provided a lot of information. Let's make sure we stay on track with the plan.
- More collaboration is needed. I wish community members would attend the meetings and put their voices out there.
- Building trust and relationships stood out. Trusting the process and listening to the Tribal members through this process.
- The collaboration stood out. Jodi's presentation stood out: Either/Or – And/Both. Keep focused.
- Adaptability. As Menominee people we have been here for a long time, through that time our people have adapted because we wouldn't be here if we didn't. Chances are that our Leaders way back went through this same process.
- It keeps hitting home how important this process is and how we need to prioritize this going forward.
- We have had powerful leaders over the years and big issues, and we should have a huge sense of pride in the passion we have for our community and the way we take care of each other.
- We can take this plan to our children and grandchildren.



Have a Change Management Strategy

+ As a leader it is important to learn and adapt to new circumstances.

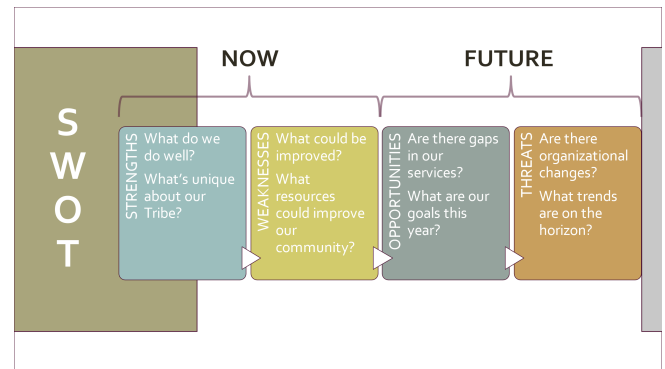
- Encourage a growth mindset
- Promote learning opportunities
- Stay ahead of the changing environment
- Evaluate, learn, adjust

6/5/2023 LEADING THROUGH CHANGE 9

Tuesday, June 6

Day two of the retreat began with an opening by Joey Awonohopay and a recap of the prior day's accomplishments. Brenda talked about the process that will be used moving forward to complete the planning around each of the seven pillars, including the plan to involve departments, external stakeholders, and community members in the completion of the strategic plan.

Beckie Murdoc provided an overview of Strategic Planning and the processes that are being used by Brenda and the planning team to build out the goals and objectives for each pillar.



Jodi led the group through a review of six of the pillars: Culture, Economics, Education, Health, Natural Resources, and Social. The participants had an opportunity to discuss each pillar in small groups and provide feedback on Opportunities and Threats they see, as they look to the future. This work took most of the day to complete. Notes from their work are incorporated into the workgroup notes for each pillar.



Wednesday, June 7

The final day of the retreat began with an opening by Joey Awonohopay and a recap of the prior two day's accomplishments. The participants reviewed the work that had been done and identified their Passions and Priorities within each pillar.

Beckie led the group in a review of the roles/responsibilities of the MTL and the Administrative Committee, as outlined in the MITW Strategic Planning Policy. One of the responsibilities of the Legislature is to adopt a compelling long-term vision statement for the tribal organization. The discussion around this responsibility reflected on changing the word “resources” to be more reflective of traditional values and perspectives. It was suggested that there could be wording added at the end of the vision statement that says we are speakers for the rights of land and animal relatives – maybe a new word needs to be created to define this idea. Workgroups and community members should review and come up with suggestions. A survey question will be posted on the website to ask for feedback and thoughts.

Participants agreed that agendas should be shared with MTL in the future to help identify who will attend and when to attend. The discussion included a review of the importance of the MTL's role in attending meetings. However, there need to be clear boundaries in place so there is no crossover of responsibilities or impression that the MTL is micro-managing the Administrative Committee or any Tribal Departments.

What is the Plan for Year 2023?





The Tribe will complete the following goals:


GOAL ONE: Conduct workgroup and community planning sessions for inputs and review of merged planning documents.

GOAL TWO: Establish the long-range strategic plan for the Menominee Indian Tribe of Wisconsin, resulting in a continued strategic plan that will be approved by the Menominee Tribal Legislature.


Activities for Year 2023 – Objectives




Merge planning documents, create a draft of the strategic plan



Review of document and revision using Strategic Planning policy



Schedule and advertise community planning sessions, conduct sessions in communities using the Communication Plan to educate the public on the current draft of the strategic plan



Document public input for revisions to strategic plan

Wednesday, June 7 (continued)

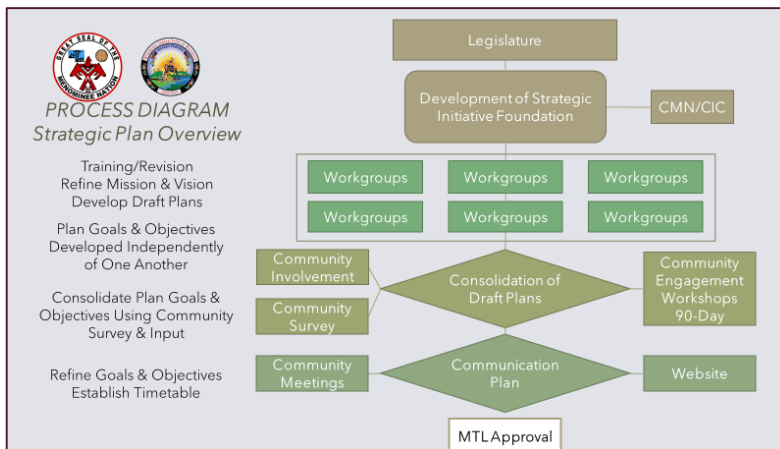
There was discussion about ensuring that the voice of the Elders is reflected in the strategic plan. Brenda will arrange meetings to get feedback from Tribal members and gain their input on the plan. There was a good response from the Elders as reflected in the 2005-2023 comparative survey report that was completed earlier this year. 31% of the 160 on-reservation respondents and 29% of the 140 off-reservation respondents were 65 and older. To gain additional feedback on the planning process, it was suggested that flyers be included in the Elder food box distributions. Information can be prepared for presentation on the Tribe's monitors that are posted throughout the government buildings. The participants agreed there needs to be ongoing planned communication between Administrators, MTL, Committees, and the workgroups for each pillar.

Activities for Year 2023- GOAL TWO

- Complete the process for Legislative approval
 - Submit to Governmental Affairs for recommendation to Legislature for approval
 - Plan and implement community dedication for the Strategic Plan at the annual Menominee Pow-Wow
 - Assist programs to begin implementation- ongoing consultation

Discussion followed on the process to be used for the completion of the strategic plan over the coming months. The Directors and MTL representatives were encouraged to be as involved as their schedules permit. Legislators should reach out to the directors and administrative committee staff if they would like to learn more. Lunch dates and in-person formal meetings can help understand the issues. MTL can attend administrative committee meetings to learn more about the issues the Tribe is working on. These meetings are held on Wednesdays.

Economics Tuesday Omaeqnomenewak Wetohkatikamek 9-11 am	Health Tuesday Tribal Office Boardroom 1-3 pm	Justice Tuesday Wilmar J. Peters Justice Center 1-3 pm	WORKGROUP MEETING SCHEDULE
Culture Wednesday Tribal Office Boardroom 9-11 am	Education Wednesday Omaeqnomenewak Wetohkatikamek 10-11:30 am	Social Wednesday Omaeqnomenewak Wetohkatikamek 12-1 pm	
Natural Resources Thursday Community Development 1-3 pm			



Workshop Closing Comments

- Everyone has an opinion, and everyone doesn't think the same, but we are working towards the same goals. Try to respect each other's thoughts and views and listen to them. Our ancestors set this pace – When they sign documents it's a footprint. We respect our Legislators for what they do, and they take a lot of criticism, it takes a lot from them. It must be a hard place to sit. It's a 24/7 job.
- I didn't realize all the work that was going into Strategic Planning, but after all the work we did here and the future efforts, it's good to see that we are going to keep making sure this plan is going to continue.

Workshop Closing Comments (continued)

- It was good to have an open dialogue with each other. Often at home and work, there are a lot of topics we don't agree on but for us to come here and sit at the table with people we may have disagreed with and nurture those relationships is a great opportunity. We had good loving conversations aimed toward the betterment of our people.
- Give gratitude for all the love, understanding, and compassion given to this work. All the contributors who have given to this work have demonstrated perseverance. It is important to recognize that we may have differences but in times of need, we come together as Menominee people to make things happen. I see all the work that has been completed over the years and I am honored to be in this space. Listening is an important thing for me to do for our people.
- It blows me away to learn the commonalities that all these leaders have. The process of coming together and not arguing is a great opportunity. Everyone came together to come up with solutions and it amazes me.
- We are here for a reason, and I believe that our creator guides us and allows us to have the time to be here from Sunday to Wednesday. We do have the same goals. I am a strong believer that we were guided here for a reason. To make the path for the next generation. We are the next generation. Change is not always easily accepted.
- This was great, being new to MTL. This gives a good snapshot of the needs and goals and what needs to be achieved. I liked the process of planning, and I can appreciate this and understand the work put in to be here. In that process, the people speak to us. If we look at ourselves as a communal-based society that's how it works. It's a high honor to help make that voice a reality for everyone.
- It is beneficial to see different viewpoints in the pillars, and nice to see opinions brought together to see the commonalities in what we want. There's an agreement here; we can keep it moving forward.
- Even though we were all in separate groups a lot of our opportunities, threats, and priorities align. We can move forward with that now.
- This was breathtaking for me, and I usually listen more than I speak but with everything that was said here, we see we all want the same thing. I will try to work on making those things happen.
- I am privileged to have the education I have and work for the tribe in the position I am in now, and through that journey I realized that I did it to protect our Tribe. Somewhere along the line, I had that moment where I realized Education is the key. The strongest assertion we have in reflecting on our sovereignty is raising our children in our ways. If we can do that, we can pivot our future because our children will have that knowledge. Coming to this and hearing our leaders talking, I wonder how to incorporate those belief systems in my everyday work with the Tribe. We are on the right path, but we aren't there yet.
- Today it is an honor to be on the Administrative Committee and to be in a management position for the Tribe. I pour my heart and soul into the position. I see now that our budgeting policies need to be revised and we have new priorities now.

The retreat adjourned at 12:30 pm on June 7. The participants shared a meal along with the family members who were able to be with them for the retreat. Many great ideas came forward during the three-day retreat. It will be up to the planner, facilitators, and Administration, working in conjunction with Department Directors and Legislators through the workgroups for each pillar to maintain the momentum achieved through this retreat.

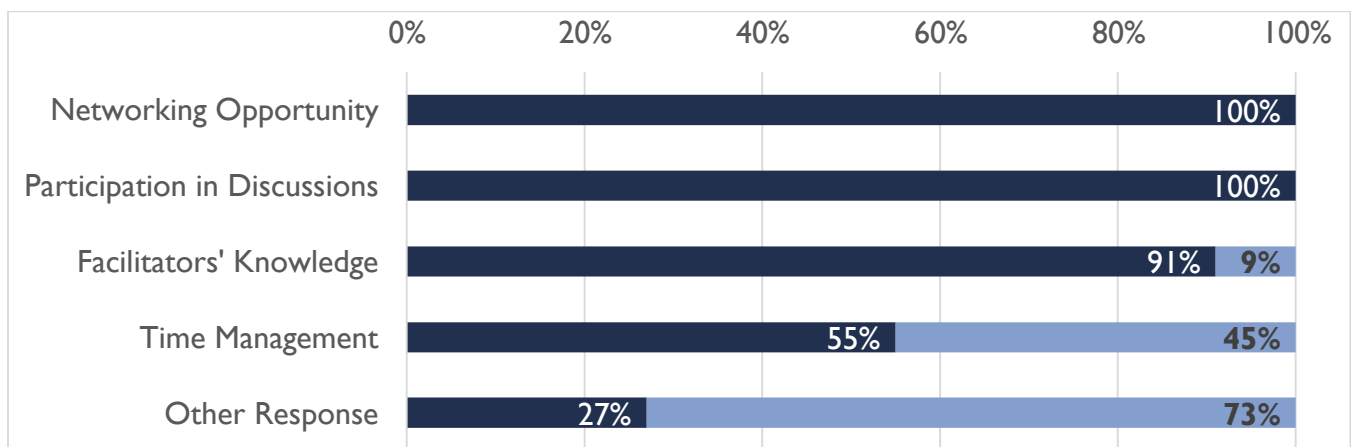
Retreat Evaluation

The retreat involved 19 participants, including Legislators, Assistant Administrators, Administrative Committee members, facilitators, and a videographer/photographer. Of the 13 participants from MTL and Administration, 11 completed evaluation forms at the meeting's conclusion, either online using SurveyMonkey or using hard-copy evaluation forms provided with their meeting materials.

Evaluation Summary Findings

Valuable Aspects of the Meetings:

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

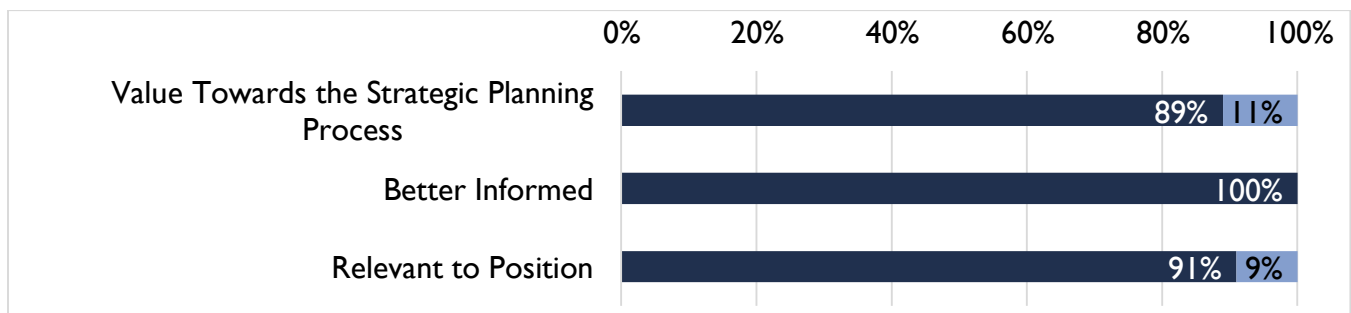


Other responses included:

- ❖ Breakout groups.
- ❖ The resort was too large; the distance from the sleeping rooms to the meeting rooms was too large.
- ❖ We should break out into team-building exercises instead of working a full day. EX: Escape room with the group; water slides with the group, etc.

Satisfaction Ratings

Participants were asked to rate the meeting's overall value in helping prepare for the strategic planning process. Their ratings were combined and averaged. 100% of participants feel better informed on the strategic planning process because of this meeting. Of the 34 participants who completed the evaluation forms, 89% indicated the meeting was relevant to their work.



When asked if they have any additional recommendations for stakeholders to include in the strategic planning process for MITW, participants provided the following suggestions:

- ❖ Executive Director of Chair's Office
- ❖ Crystal Chapman
- ❖ Wolf River Development Corporation
- ❖ Mike Skenandore, Menominee Tribal Enterprises
- ❖ Housing Department
- ❖ Tribal Police Department
- ❖ College of Menominee Nation
- ❖ Chris Caldwell, CMN
- ❖ Menominee Indian School District

“Some people want it to happen, some wish it would happen, others make it happen.”

~Michael Jordan, American businessman and former professional basketball player

The participants were asked how the meeting prepared the MTL to hit their strategic planning goals.

- ❖ Made for more awareness of goals.
- ❖ Pinpoint our goals and align them with the departments’.
- ❖ Knowing the pillars and all the goals – I was not aware of all the work being done.
- ❖ This is a great onboarding for new MTL members.
- ❖ Good.
- ❖ Great!
- ❖ It helps a great deal to hear the voices of tribal members and departments of the Tribe.
- ❖ Good preparation – wish all MTL could have been here. One Legislator could not attend.
- ❖ Identified further opportunities to explore to move the goals further.

The final question asks participants if they have any additional comments or observations related to the strategic planning process or the meeting they attended.

Their responses included:

- ❖ Continue with this planning and see where we are in a few years.
- ❖ Being family-oriented was a great idea.
- ❖ Excellent presentation.
- ❖ Team building exercises.
- ❖ I would like to see opportunities for a consistent review of the plan to make sure we are moving forward in a good way.
- ❖ I was hoping MTL would have an opportunity to add specifics for MTL.
- ❖ It was nice to have discussions about the future with my colleagues.
- ❖ The smaller group format allows for better interactions.
- ❖ It would be good to have more time to review the documents.

Observations

Location

The MTL Retreat was held at the Glacier Canyon Resort in Wisconsin Dells, WI. It was beneficial to bring the Legislators together with the Administrative Staff, away from their offices, to focus on their collaborative work and discussions around the 2023 MITW Strategic Plan.

Participants

Not all Legislators and Administrative Staff were able to attend, which was unfortunate but unavoidable. Those who did attend felt the opportunity was valuable on many levels. They seemed to value the time to get to know each other better and to share thoughts, ideas, and opinions. They appreciated having time to review the progress to date on the strategic plan and to learn more about the successes that have been achieved because of the prior strategic plan. Participants agreed that their involvement moving forward is important to the success of the planning process.

People can be divided into three groups:
Those who make things happen,
Those who watch things happen, and
Those who wonder what happened.

Recommendations for the Future

The Legislators should be invited to future workgroup meetings, have access to the workgroup notes, and have an opportunity to provide ongoing feedback. The MTL would benefit from a facilitated session where they could review the community survey data related to the role of Tribal Government and the progress to date on the Justice pillar workgroup meetings.