

Menominee Indian Tribe of Wisconsin Strategic Plan

Executive Summary

In early March 2023, Tribal Administration set out to begin an update to the 2007 Strategic Plan for the Tribe with the coordination of the College of Menominee Nation through a subcontract with the Center for Innovative Change, LLC. To begin this effort, it was important to utilize the 2007 Strategic Plan. The Planning Group felt it was significant to celebrate success as a kick-off to approaching the 2023 strategic planning process. Brenda L. Tomow, Tribal Planner, began by identifying the successes that resulted from the 2007 strategic planning process. The findings for this 16-year period in the Tribe's history were astounding.

To ensure the Strategic Plan was woven into the tribal structure, the Tribe's planning model was defined by policy. The Strategic Planning Policy (see Appendix D: Strategic Planning Policy) provides direction and monitoring for both long- and short-term decision-making by the Menominee Tribal Legislature, Administrative Committee, and Departments to fulfill the mission of the Tribe and to make informed choices among competing demands for investment.

Foundational preparation for the strategic planning process began with a focus on the importance of effective communication with Tribal members. A community-wide communication survey was conducted. (See Appendix E: Communication Plan). The Communication Survey gauged what Tribal members, families, and employees viewed as communication priorities. The survey received an astounding 1,200 responses. Tribal Administration utilized these results to create a formal Communication and Outreach Plan setting goals, objectives, and key communication messages for the Tribe.

The Communication Plan became a valuable resource to guide the Strategic Planning process as it was a necessity to ensure accurate, timely information was shared with stakeholders in an organized and collaborative manner. The Tribe also implemented the first Menominee Nation Application expanding additional news coverage by electronic device, giving an additional medium to expose Tribal members to more information – stepping up its communication to another level. This was made available by the Casey Foundation and delivered by Native Reach.

As requested by tribal membership, a section is reserved on the Tribe's main website that contains a success video related to the Cultural Strategic Plan, 2005-2023 Community Needs Assessment Comparative Data, MITW 2007 Strategic Plan, 2023 Goals-Objectives, Meeting Training and Evaluation Reports, and planning documents related to each visionary area: Culture, Economic Development, Education, Health, Justice, Natural Resources, and Social. This extensive list of documents was meant to provide information as the Tribe proceeded to a completed plan, ensuring the maximum level of input could be received and communicated. The strategic planning web page also includes links for community members to provide feedback related to the planning process.

The Community Survey was a foundational activity to gauge tribal membership input. The survey utilized in the 2007 Strategic Plan was utilized for comparison purposes. The survey was provided online and in hard copy formats. The Planner provided the survey online and distributed hard copies to Aging, meal sites, and at scheduled community meetings. An additional mailing was done to 25% of the elder population living off-reservation. The survey was open until February 28, 2023.

A series of planning events, meetings, and retreats engaged department directors, Legislators, Administrative staff, and community members in the planning process. Workgroups met over a two-month period to define goals and objectives based on the information gathered during the leadership retreats.

This MITW 2023 Strategic Plan was developed to create beneficial outcomes for the tribal government and its community. The plan identifies specific goals, objectives, and actions to guide the Tribe for a four-year interval. The plan's purpose is to improve the tribal community by effectively making planned decisions that align community and department needs with the budgeting process.

The strategic planning process allowed for capacity building and input from a variety of stakeholders. Menominee history is replete with examples of historical trauma and unresolved grief. This process highlights the need for healing within the community and within the MITW organization. The plan will guide service providers in the hard work needed to build capacity and address unresolved trauma. In each service area the plan addresses the need for access to resources that will meet a variety of needs from a strengths-based perspective.

The 2023 Strategic Plan is designed as a living document. It is one that will not be allowed to sit on a shelf. Community Engagement Workshops and 90-day workplans will support the approach for implementation to inform and engage community members in the process. This process will create opportunities to continually define, assess, and revise the plan as conditions, circumstances, or needs change within the community. The MITW 2023 Strategic Plan will guide the collaborative efforts of the Tribe to best serve and involve the community in creating a positive, healthy, and safe environment for future generations.