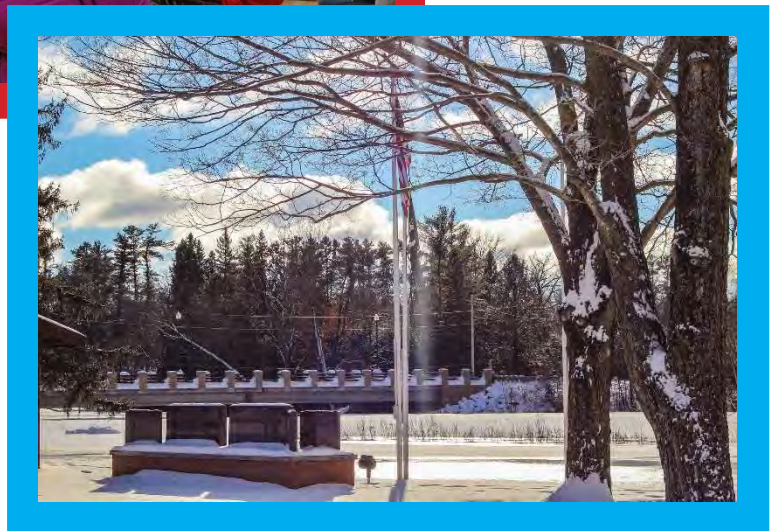


Appendices



APPENDICES

A.	2005-2023 Comparative Survey Quantitative Data	3
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Appendix A: 2005-2023 Comparative Data – Community Needs Survey

The following pages provide a graphic representation of the 2005-2023 comparative community survey quantitative responses.

Copies of all **2005-2023 comparative data graphs and respondent qualitative comments from the community needs assessment** are available on the website, Menominee App, Menominee Nation News, or **by calling** Administration at (715) 799-5154 to request information.

Report Introduction

MITW created a Community Needs Survey to assist in the development of the Tribe’s updated 2023 strategic plan. Tribal adult membership at the time of the survey was 8,350, with a distribution of age and location as follows:

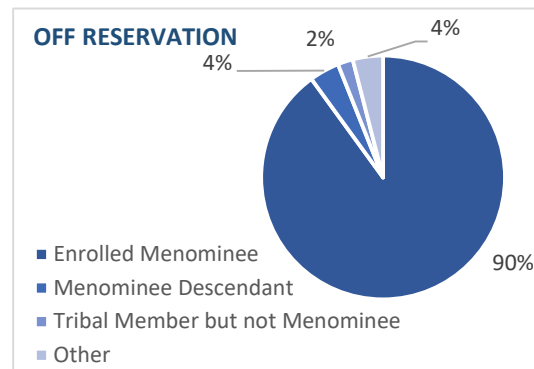
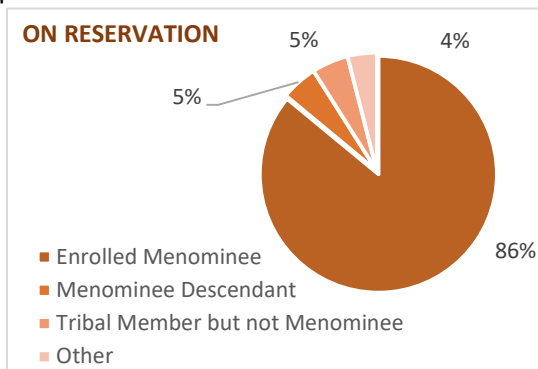
18 y/o + that live on-reservation:	2,759	18 y/o + that live off-reservation:	4,533
65 y/o + that live on-reservation:	<u>448</u>	65 y/o + that live off-reservation:	<u>610</u>
Total on-reservation:	3,207	Total off-reservation	5,143

The Tribal Administration coordinated the survey development and distribution using SurveyMonkey to gather data online. There were two online surveys created, with one for on-reservation respondents and one for off-reservation respondents. In addition to making the electronic surveys available to all tribal and community members, Tribal Administration coordinated the selection process for outreach to elders, which involved mailing surveys to a randomized selection of 25% of 65+ elders that live off-reservation. Outreach to off-reservation elders helped to obtain feedback from those who may not have access to technology for the completion of the online survey. Tribal Administration also provided hard copies of the survey at targeted community events and public locations throughout the survey’s open period. This included the distribution of hard-copy surveys during the Annual General Council meeting.

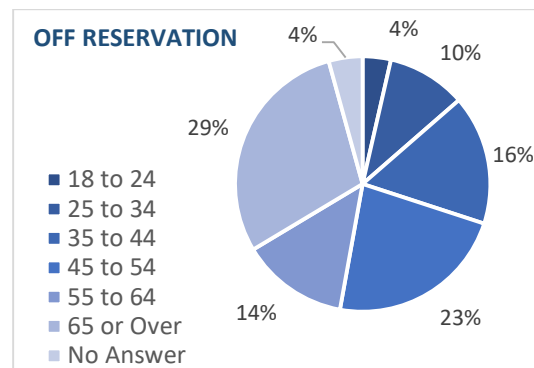
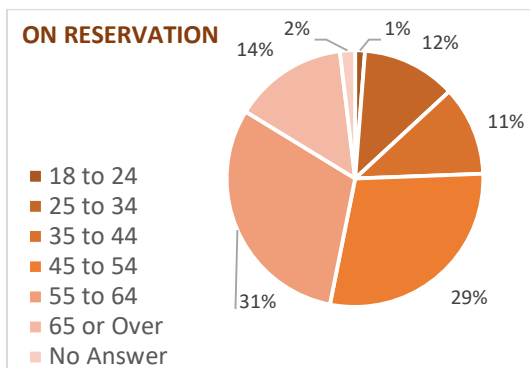
Survey Respondents

There were 160 On-Reservation and 140 Off-Reservation respondents for the 2023 survey. There were 40 off-reservation and 44 on-reservation respondents who submitted hard-copy surveys. The remainder completed the survey online.

The respondents included:



86% of On Reservation and 90% Off-Reservation respondents were enrolled Menominee members. When asked about their gender, responses were 30% male, 64% female, and 6% did not answer. The respondents’ age groups were as follows:



For on-reservation respondents, 71% were between the ages of 35-64 and 14% were 65 and over, while 53% of off-reservation respondents were between 35-64 and 29% were 65 and over. More information on the survey respondents

Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

is included in the demographic information and social (community) issues sections of this report. Further study into respondent demographics may be helpful in determining where outreach for future surveys may need to be targeted.

Survey Content Overview

The Center for Innovative Change, LLC conducted an independent analysis of the survey results and provided comparative data for the 2005 and 2023 survey results. The open-ended responses are reflective of only the 2023 survey responses. Open-ended responses are color coded with orange headings for on-reservation and blue headings for off-reservation.

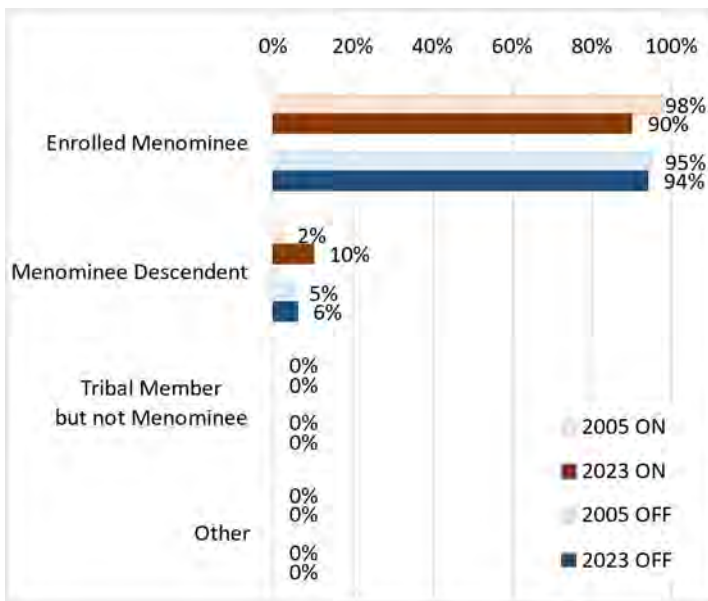
The survey included 83 questions, with multiple response/choice, yes/no, and open-ended questions. The average response time for the survey was 22 minutes for on-reservation and 27 minutes for off-reservation. The survey questions include the following topics:

Q1-Q11: Quality of Life Questions	Q42-Q45: Law Enforcement
Q12-Q22: Social (Community) Issues	Q46-Q48: Judiciary
Q23-Q30: Economic Development	Q49-Q52: Natural Resources
Q31-Q34: Off-Reservation Economic Development	Q53-Q58: Culture and Heritage
Q35-Q38: Education	Q59-Q62: Tribal Government
Q39-Q41: Health	Q63-Q67: Communication
	Q68-Q83: Demographic Questions

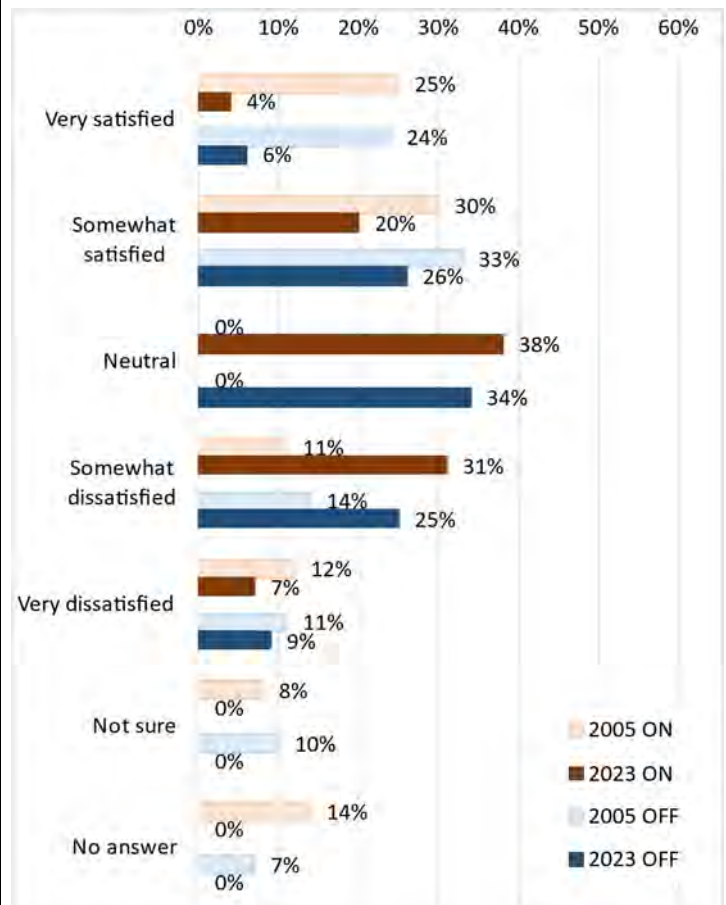
Quality of Life Questions

There are eleven survey questions related to the quality of life for MITW.

Q1: Are you an enrolled Menominee member?

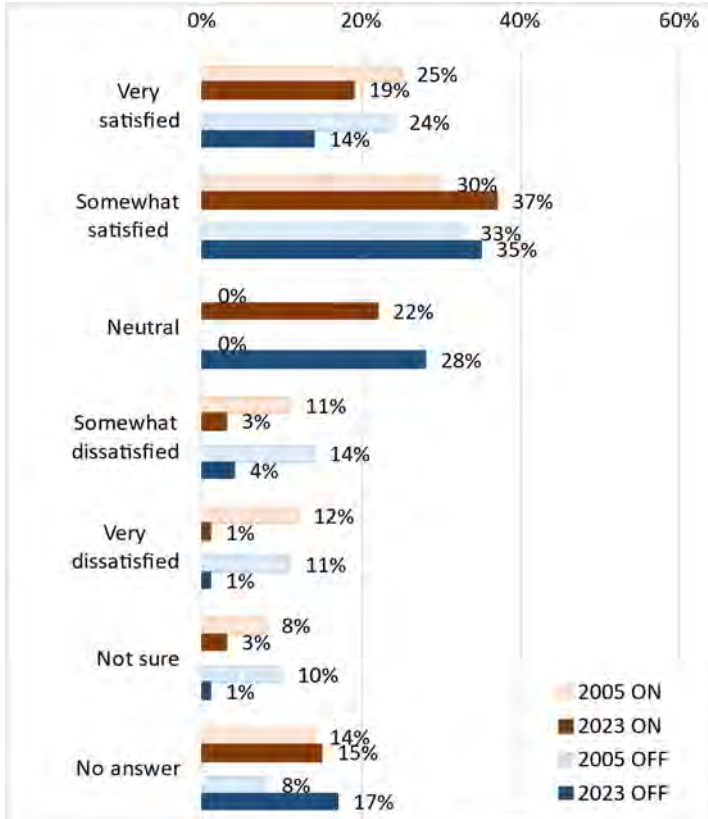


Q2: How satisfied are you with the income you and your family have?

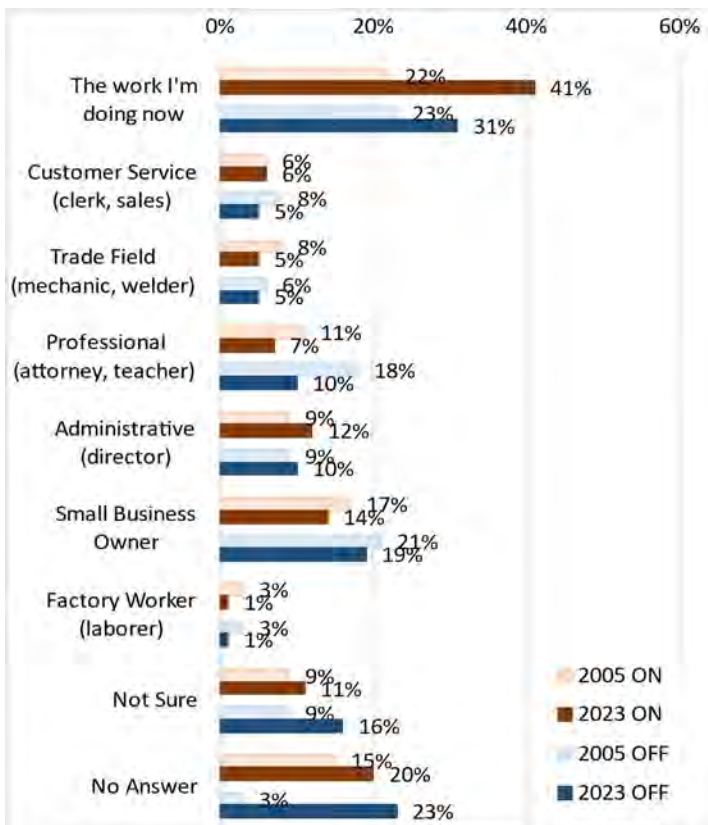


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

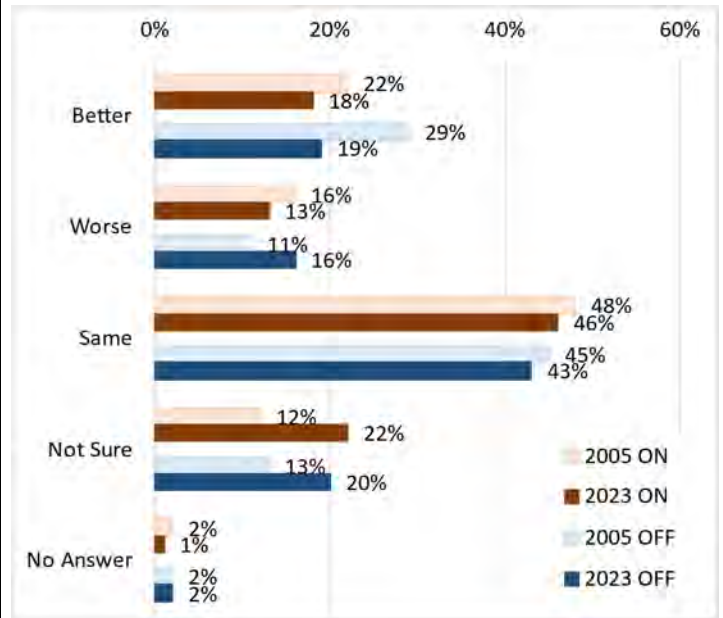
Q4: How satisfied are you with your current job?



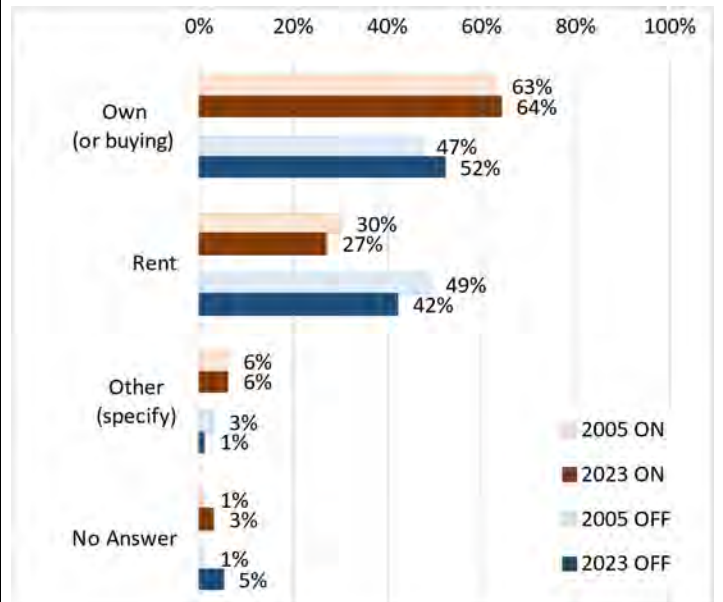
Q5: If you were to change jobs, what type of work would you be most interested in?



Q6: 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?

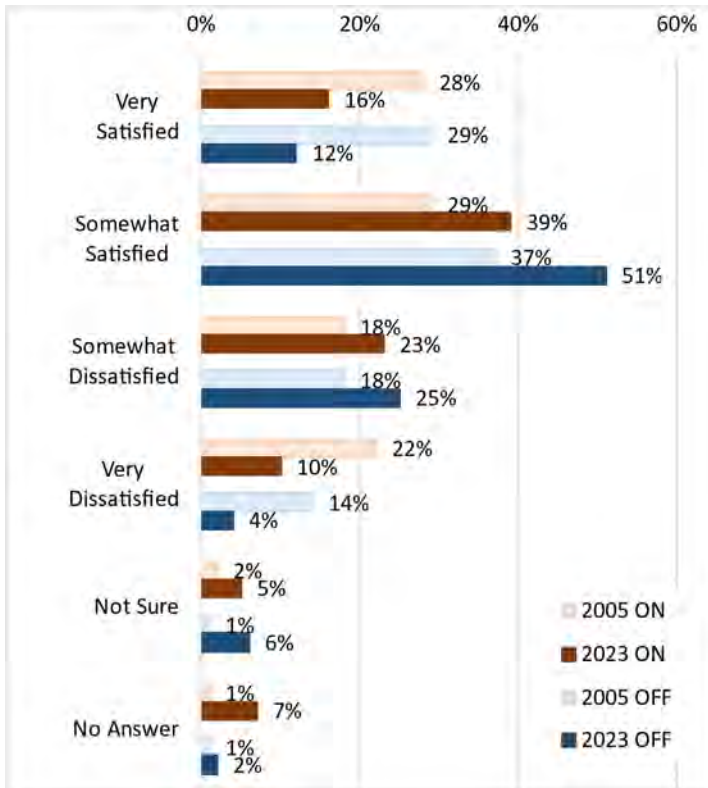


Q7: Do you own or rent your current place of residence?

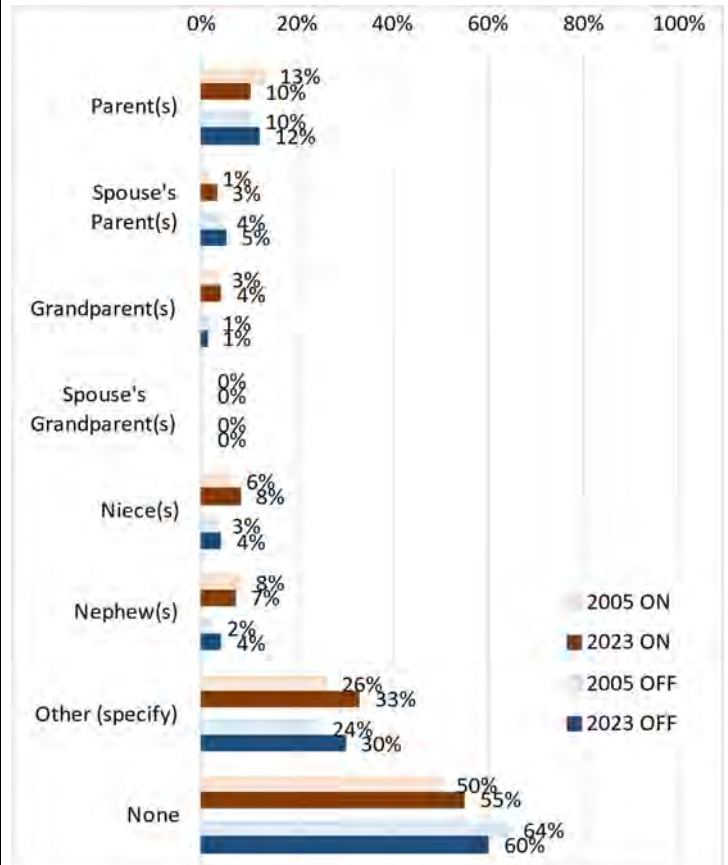


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

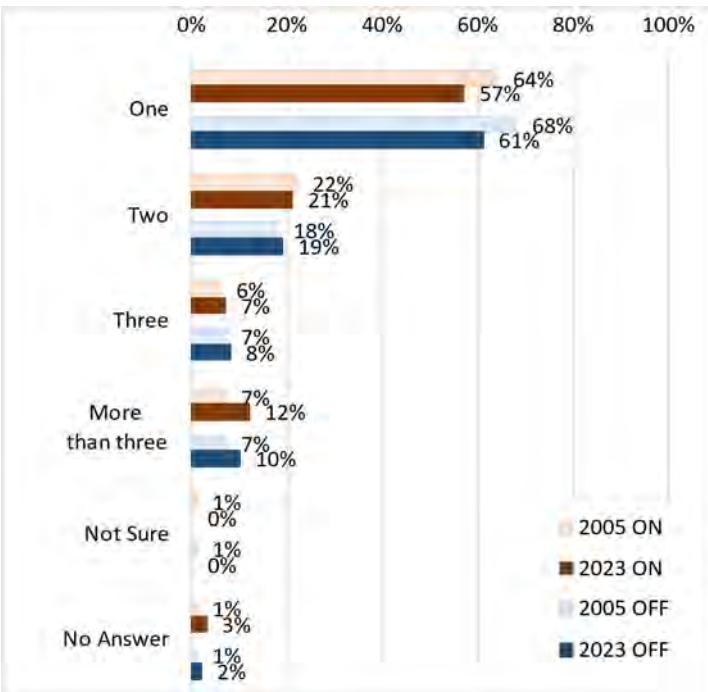
Q8: How satisfied are you with your current housing situation?



Q10: Please indicate all the members of your extended family currently living in your household.



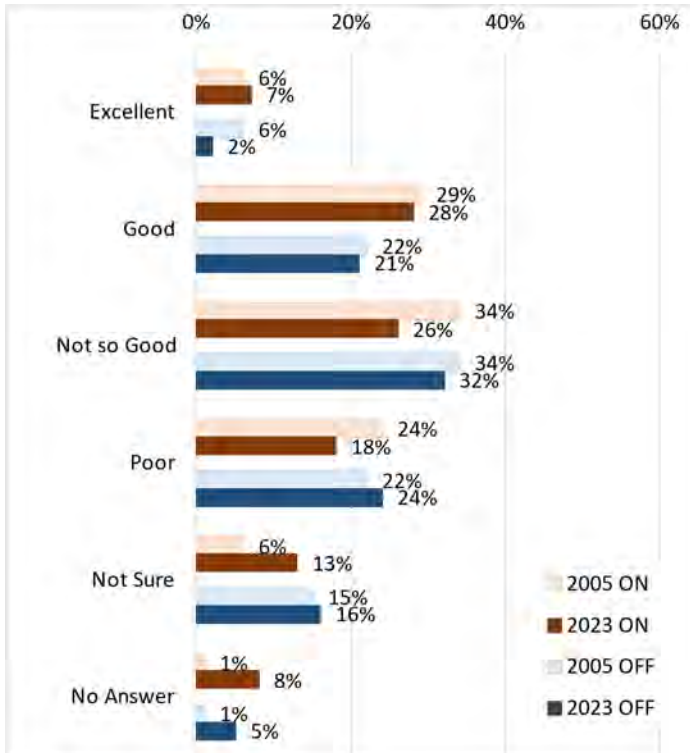
Q9: How many families live in your household?



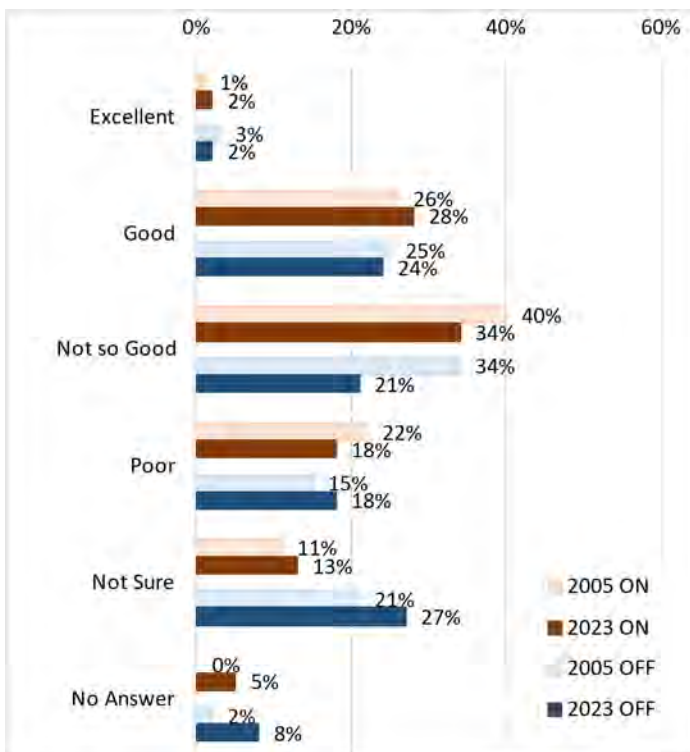
Social (Community) Issues

There are eleven questions related to the social (community issues) section of the survey.

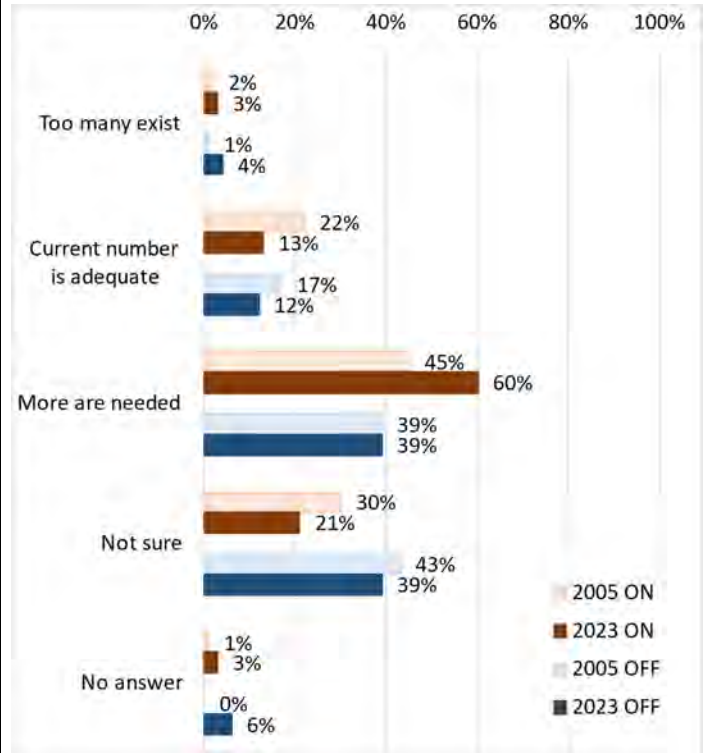
Q12: How would you rate the Menominee Reservation as a place to raise a family?



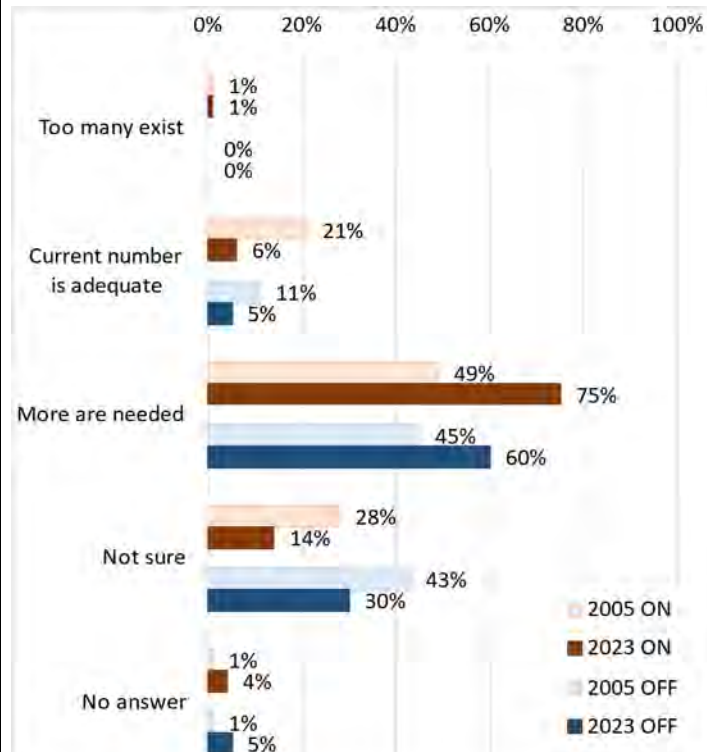
Q13: How would you rate the quality of the Menominee Nation's efforts to support family life?



Q14: What is your opinion on the programs currently available to the elderly on the Menominee Reservation?

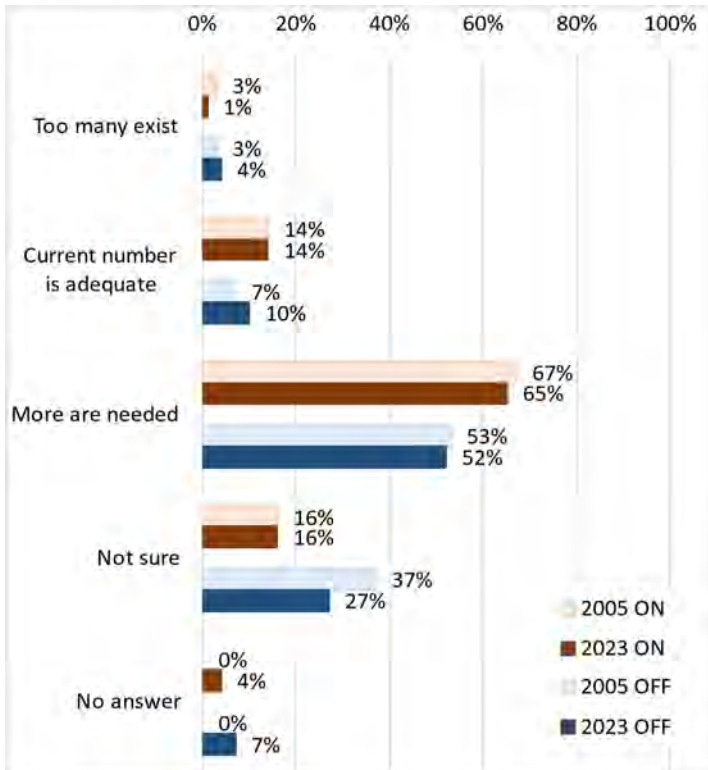


Q15: What is your opinion regarding housing currently available to the elderly on the Menominee Reservation?

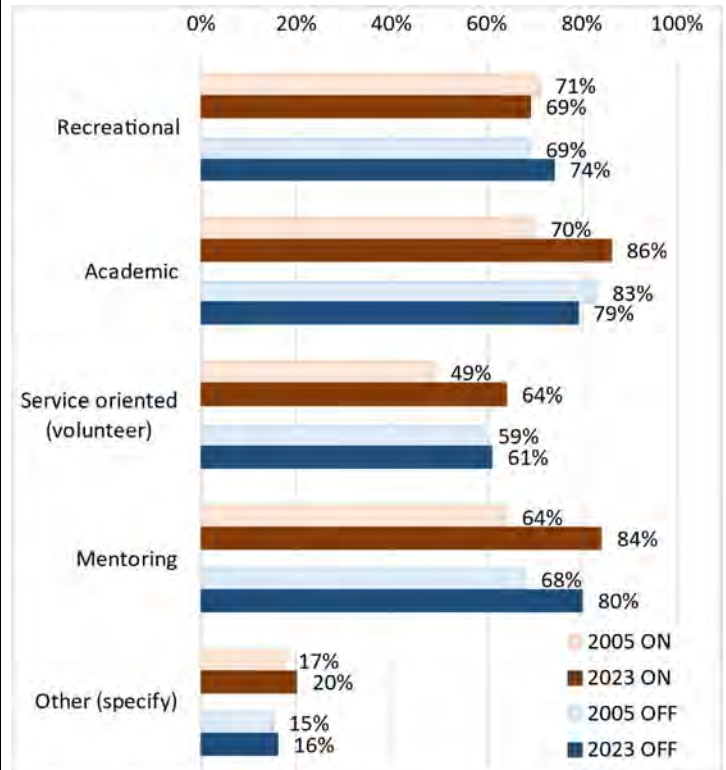


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

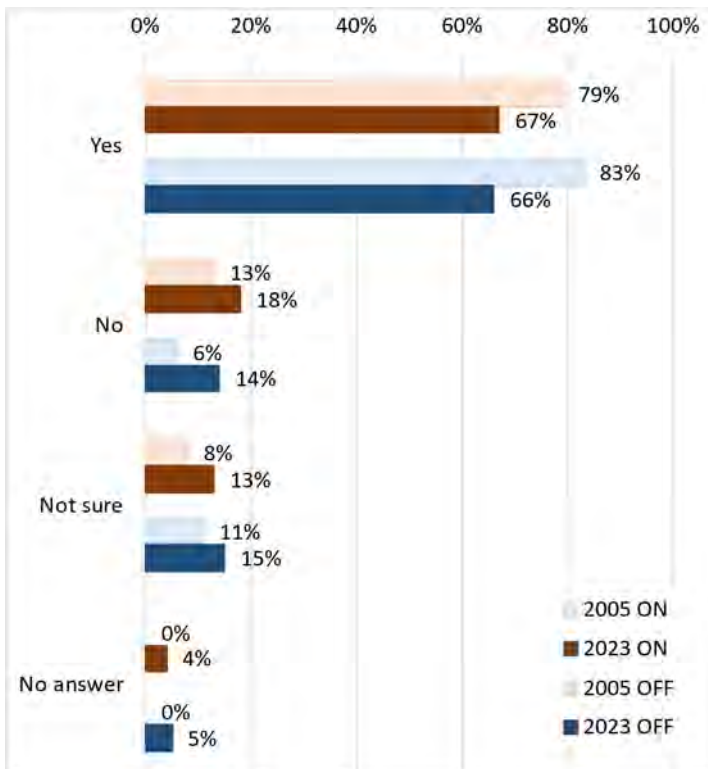
Q16: What is your opinion on the programs currently available to youth living on the Menominee Reservation?



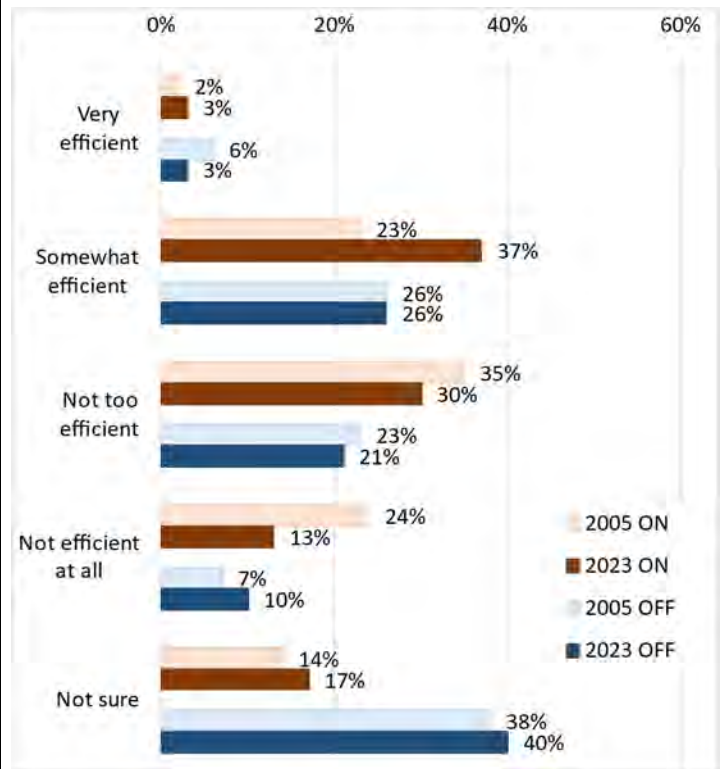
Q18: What types of activities do you feel should be made available for Menominee youth?



Q17: Do you feel that the Menominee Tribal Legislature should take an active role in developing youth programs?

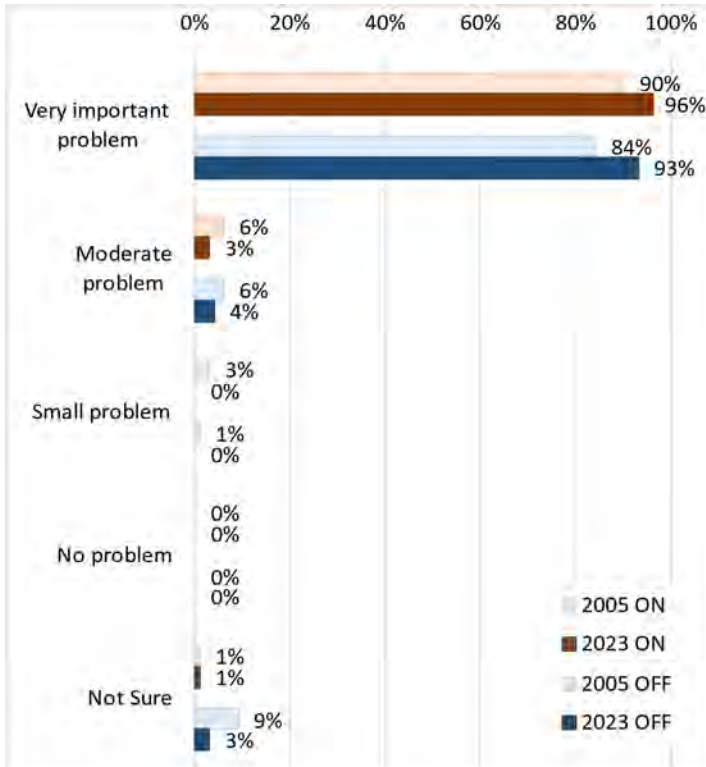


Q19: How efficiently do you believe the Menominee Tribe's social programs have been in coordinating the delivery of services to community members?

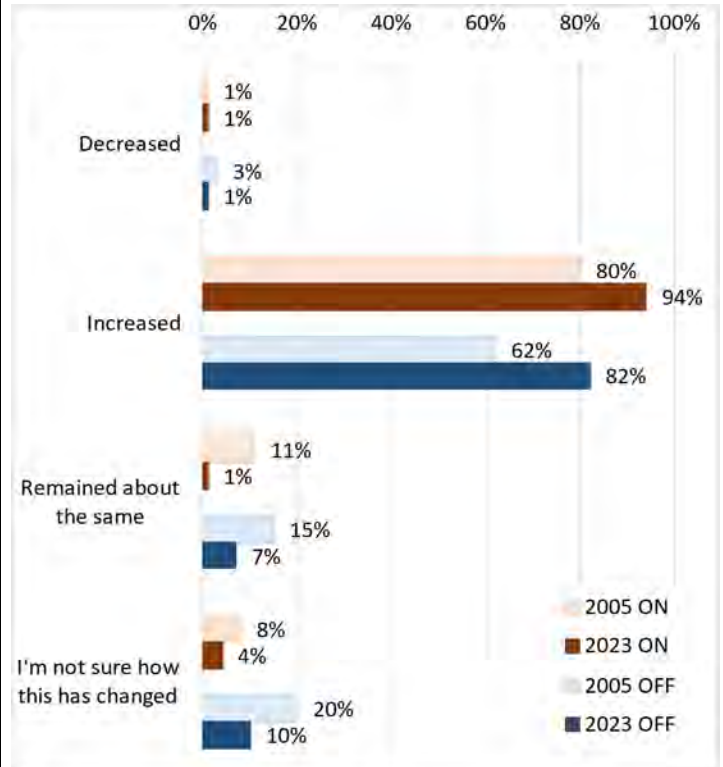


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

Q20: To what extent do you feel alcohol and drug abuse is a problem on the Menominee Reservation today?



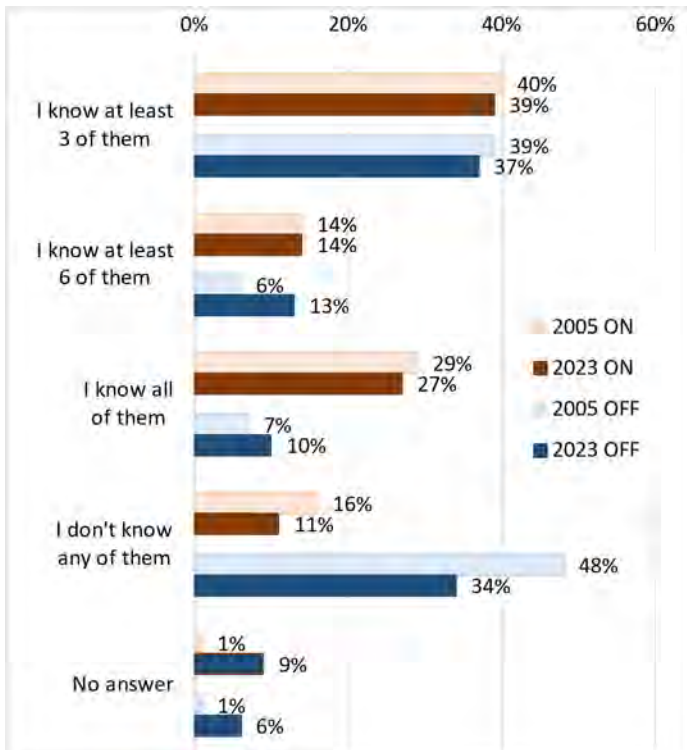
Q21: How would you complete the sentence below: Over the past 10 years, I believe alcohol and drug abuse problems have...



Tribal Government

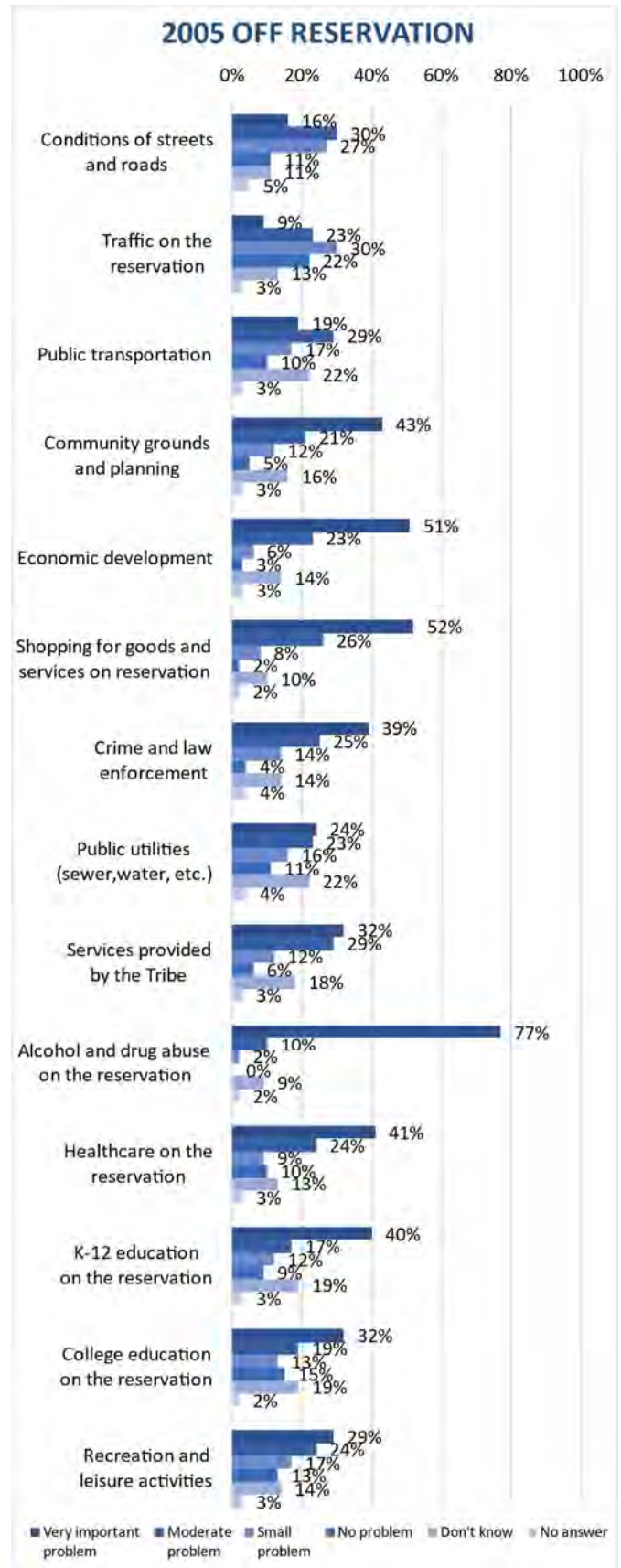
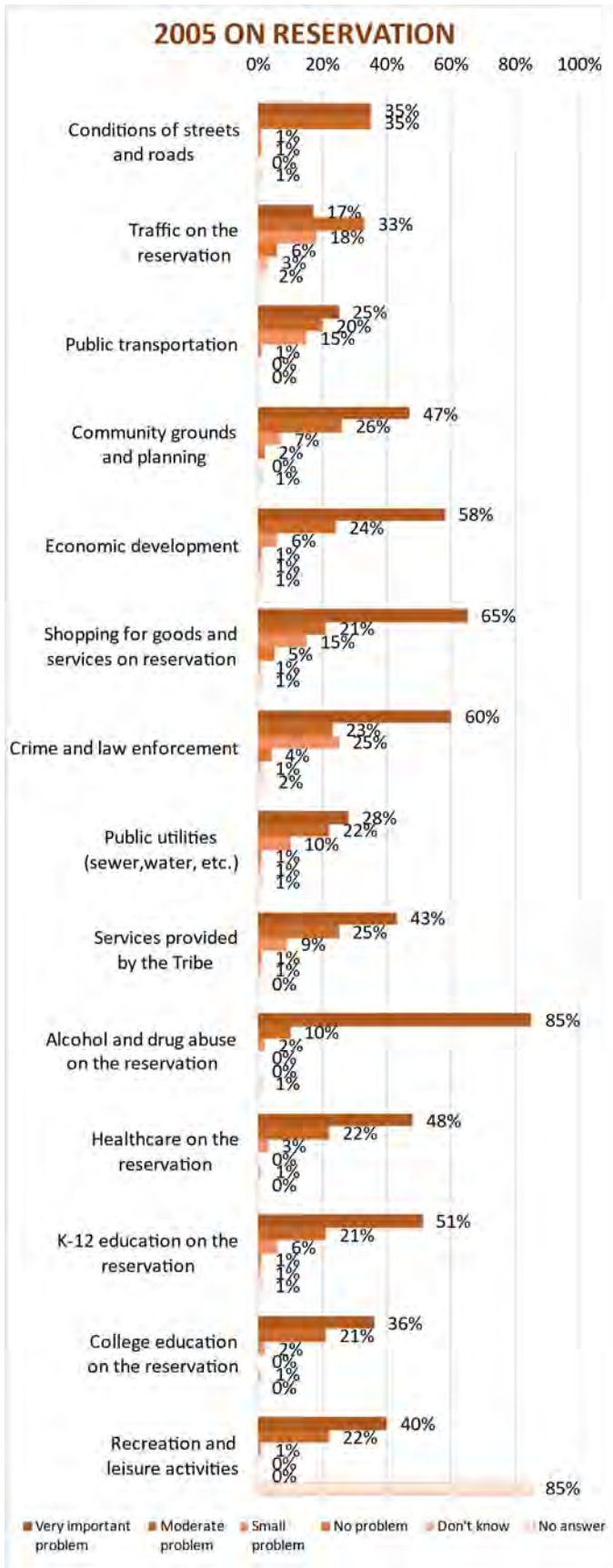
The survey included 4 questions related to Tribal Government.

Q59: How familiar are you with the members of the Menominee Tribal Legislature?

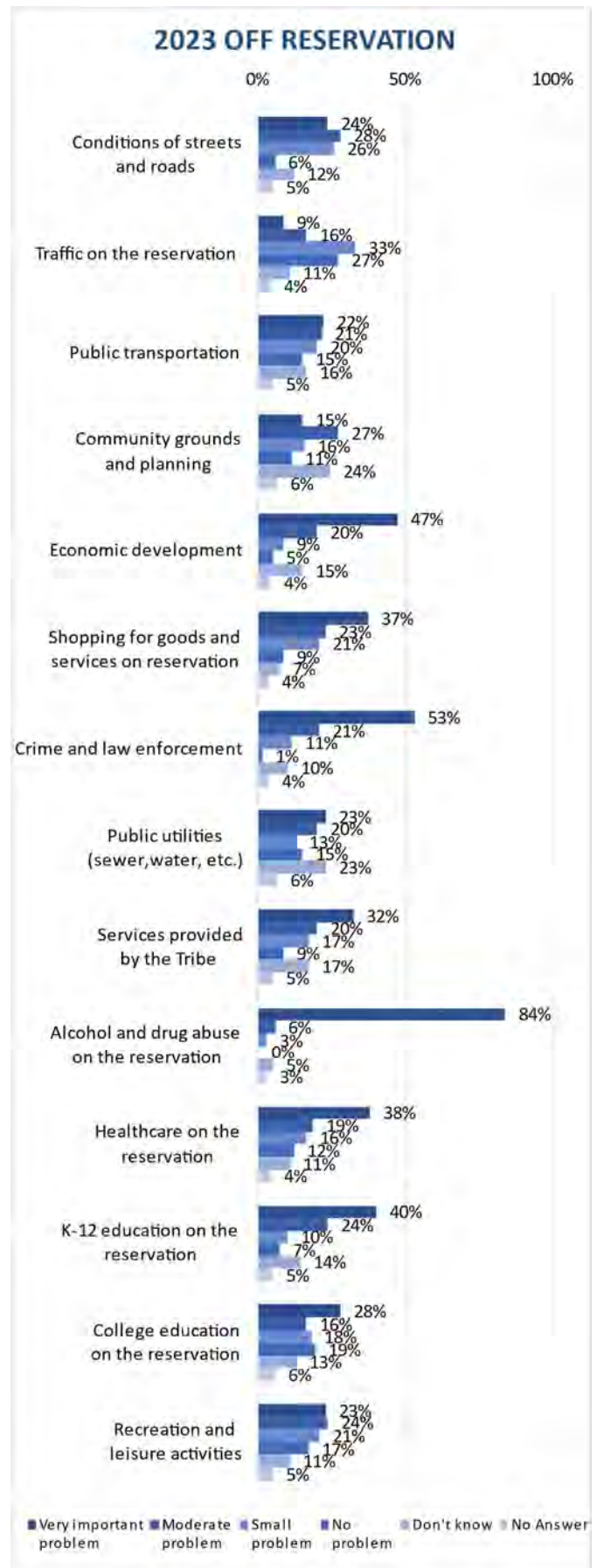
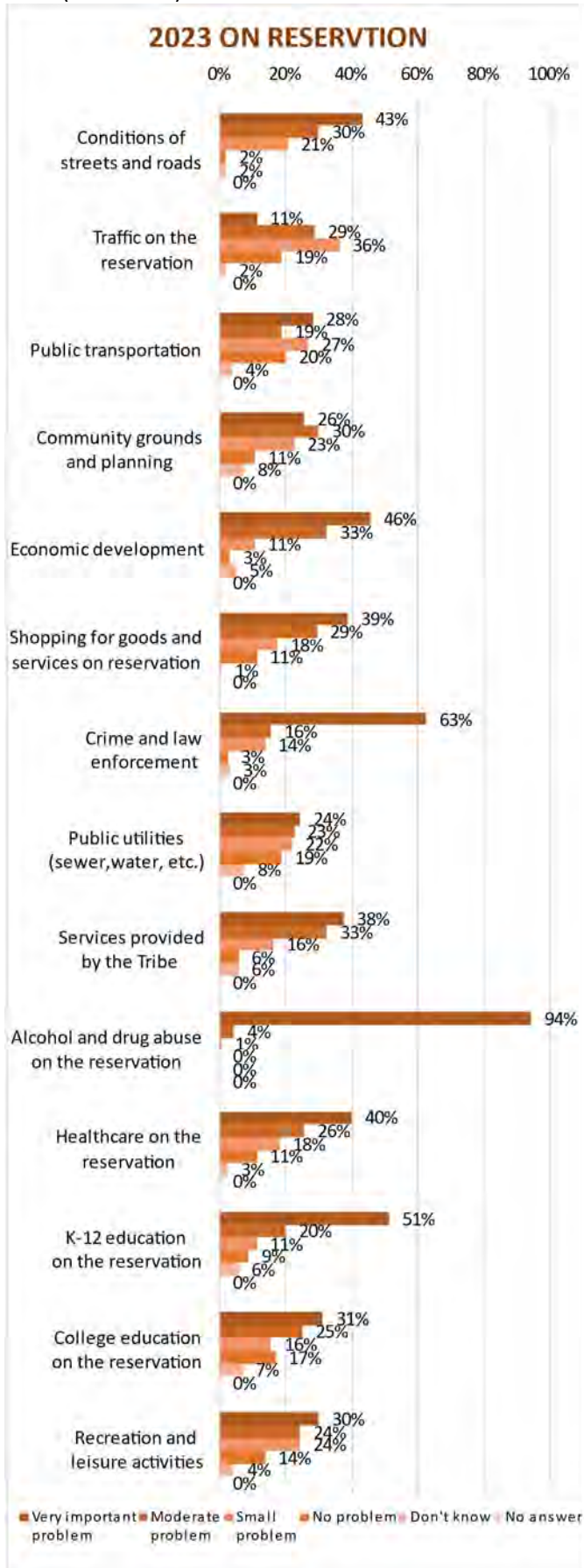


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

Q60: 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.



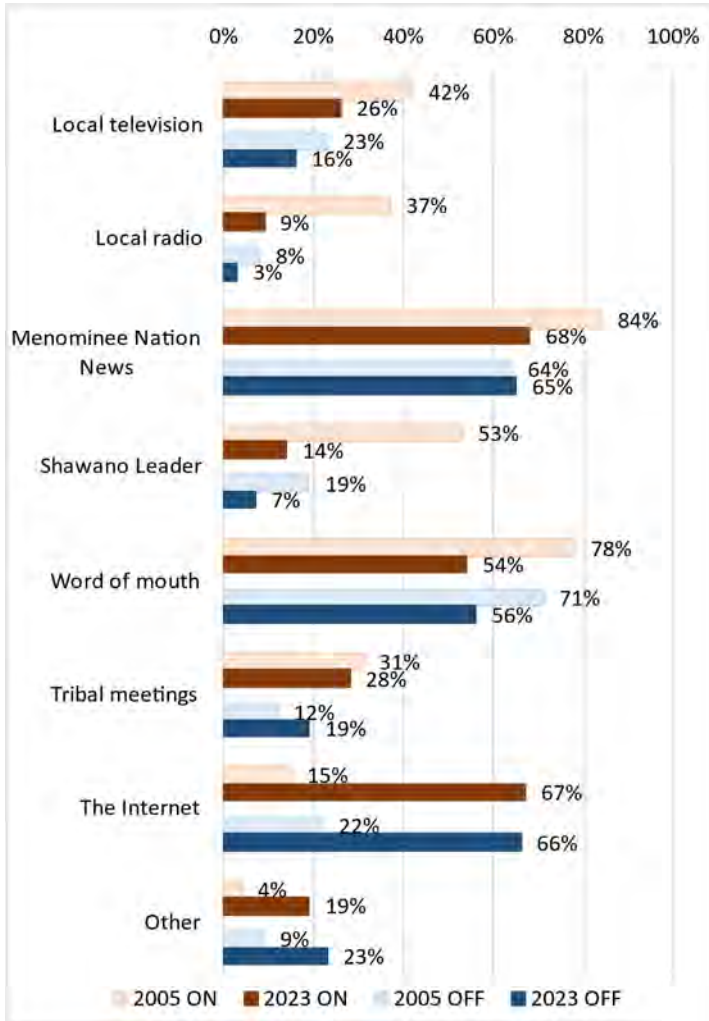
Q60: (continued).



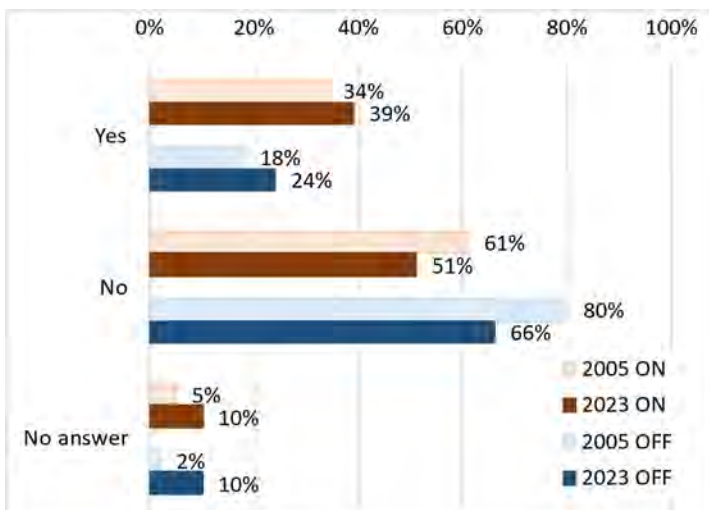
Communication

The survey included five questions related to communication.

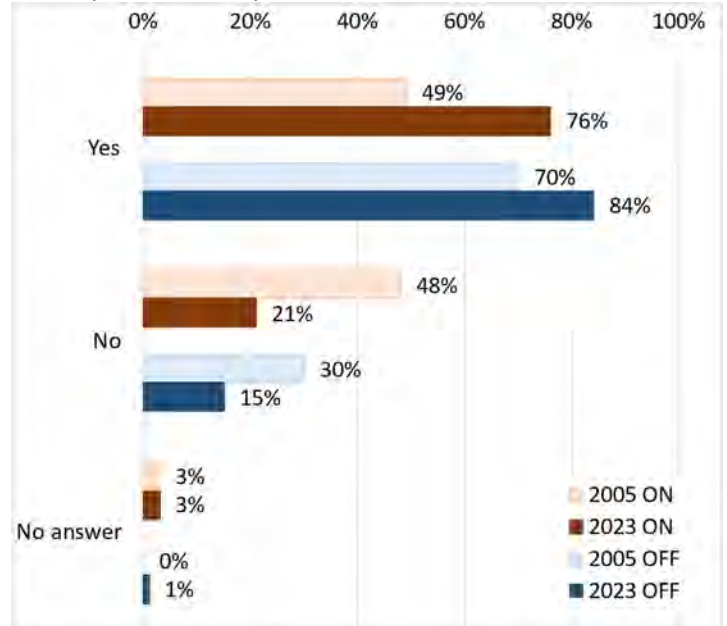
Q63: What type of media do you use to receive information about the Menominee Nation?



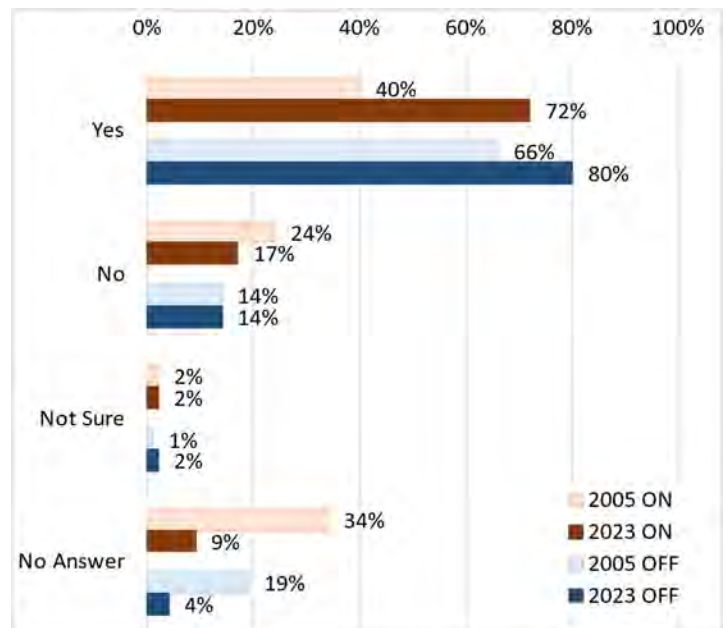
Q64: Do you attend General Tribal Council meetings?



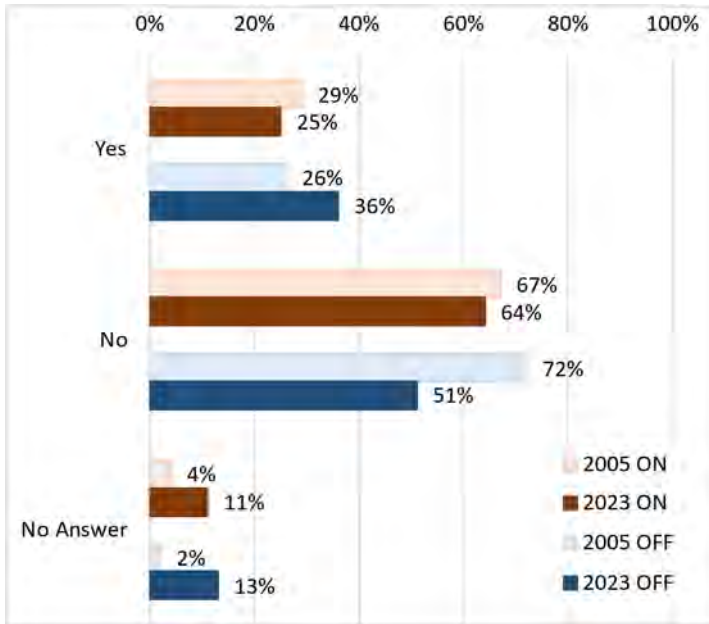
Q65: Do you, or does any member of your household, own a personal computer?



Q66: Have you or other members of your household used your home computer to access the Internet?



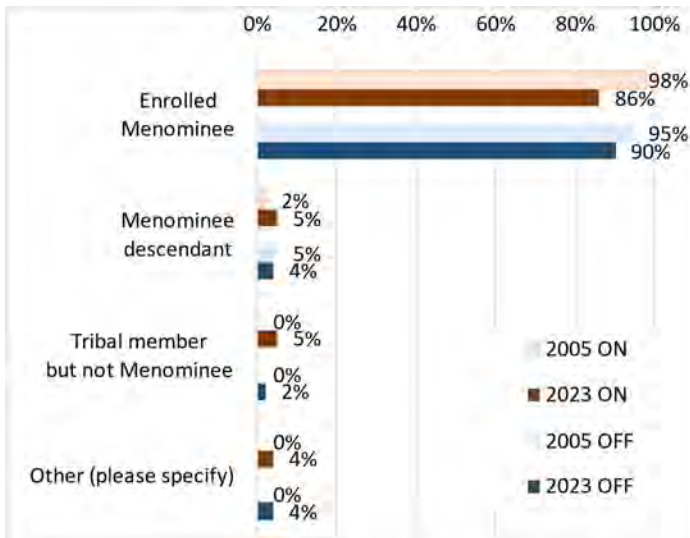
Q67: Do you feel you are kept adequately informed regarding important issues affecting the Menominee Nation?



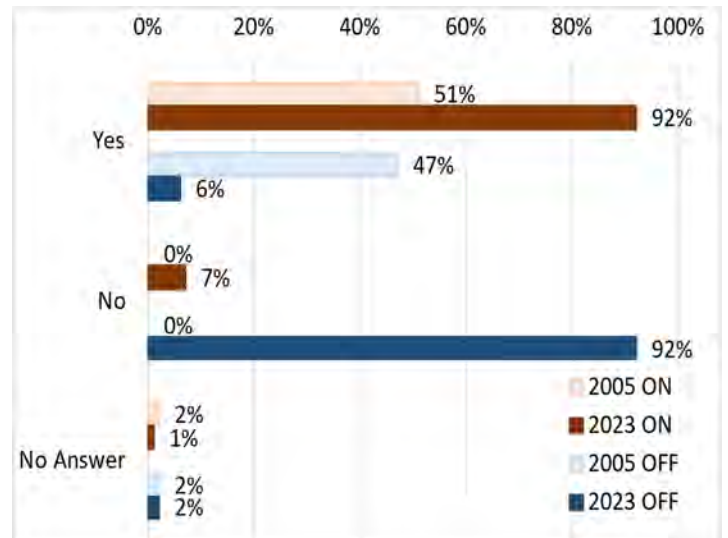
Demographic

There are sixteen questions related to demographic information.

Q68: Which of the following best describes you?

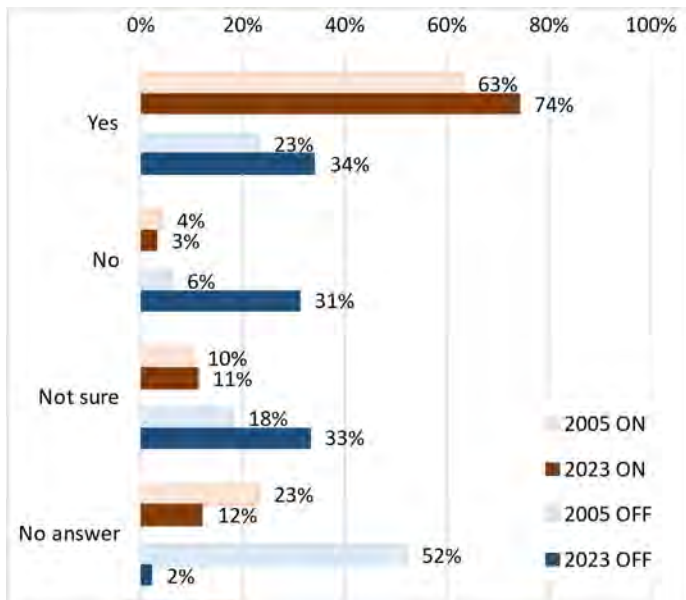


Q69: Do you reside within the Menominee Reservation boundaries?

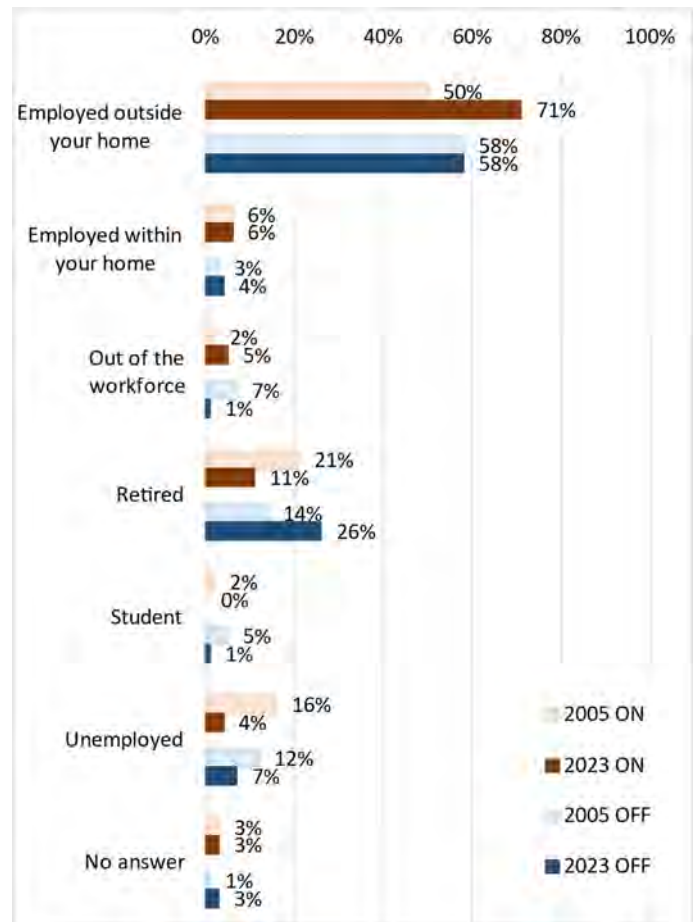


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

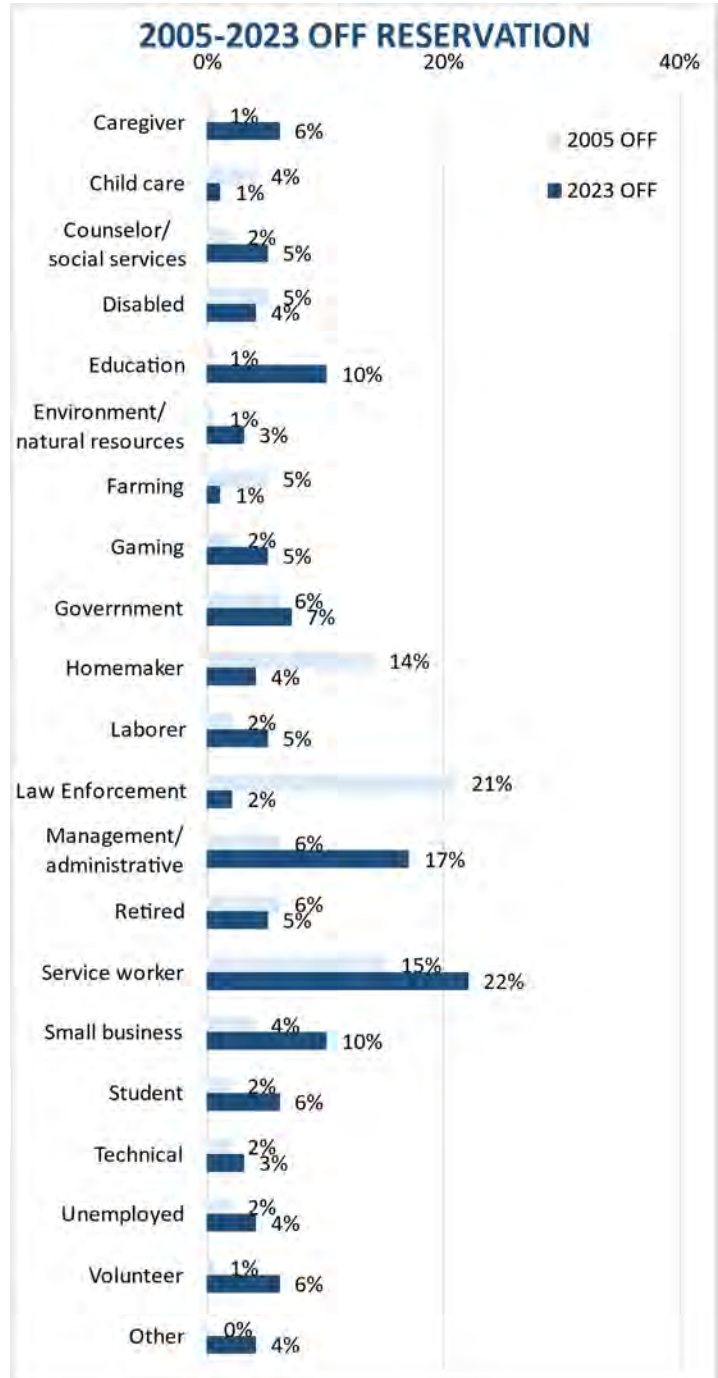
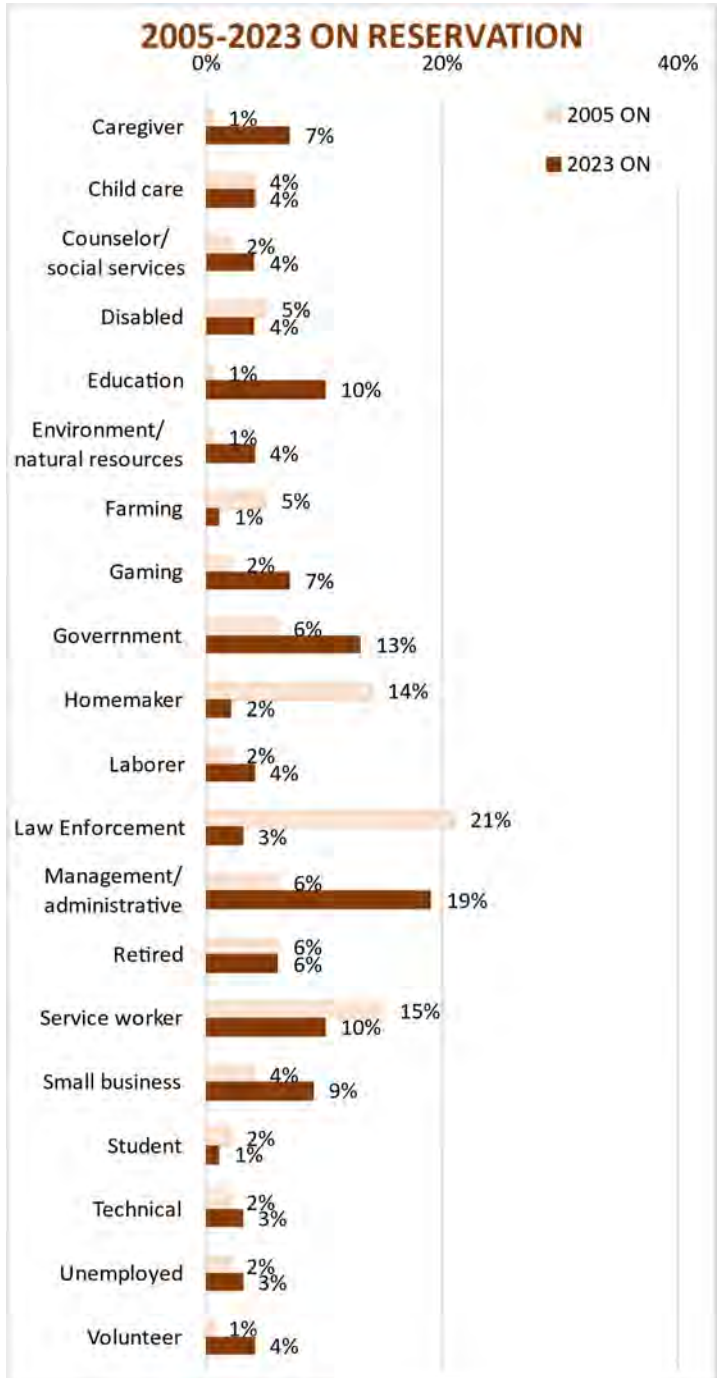
Q70: Do you intend to live on the reservation sometime in the future?



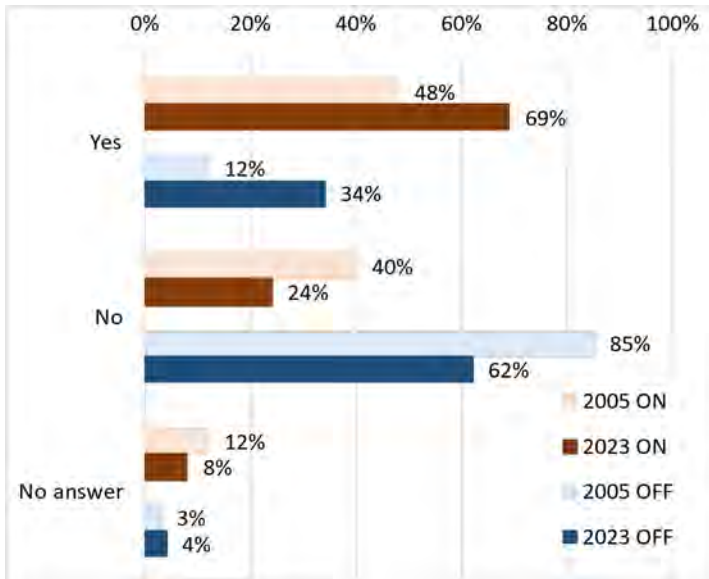
Q71: Which of the following statements best describes your employment situation?



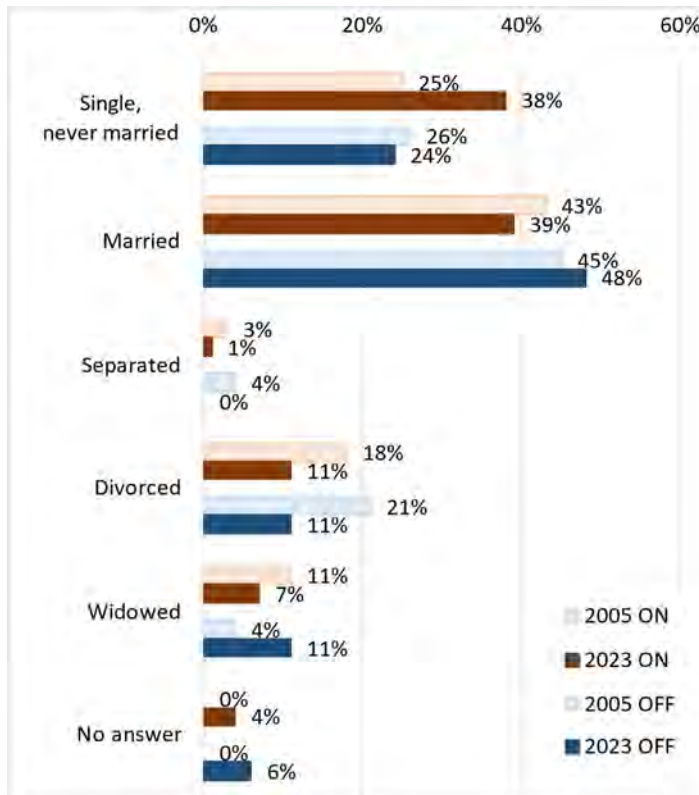
Q73: What is your occupation?



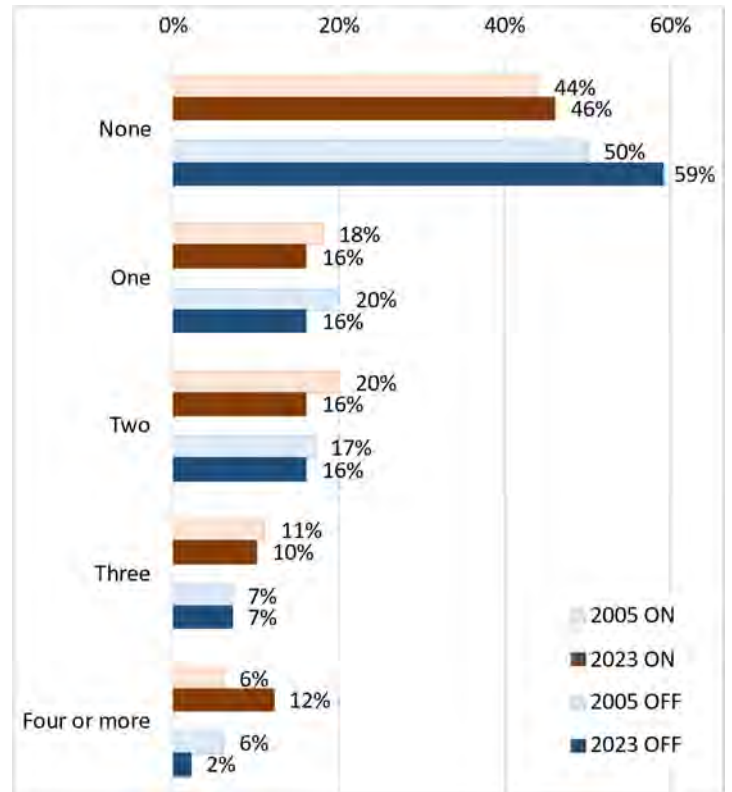
Q72: Are you employed on the Reservation?



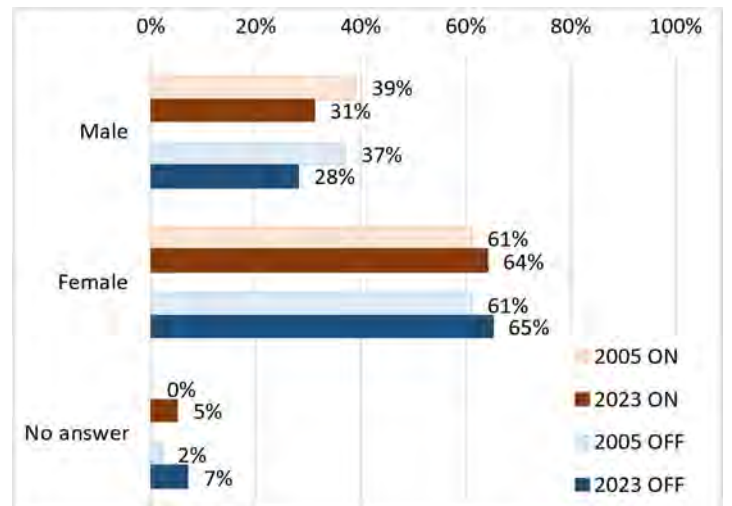
Q74: Which of the following best describes your CURRENT marital status?



Q75: How many children under 18 years of age reside in your household?

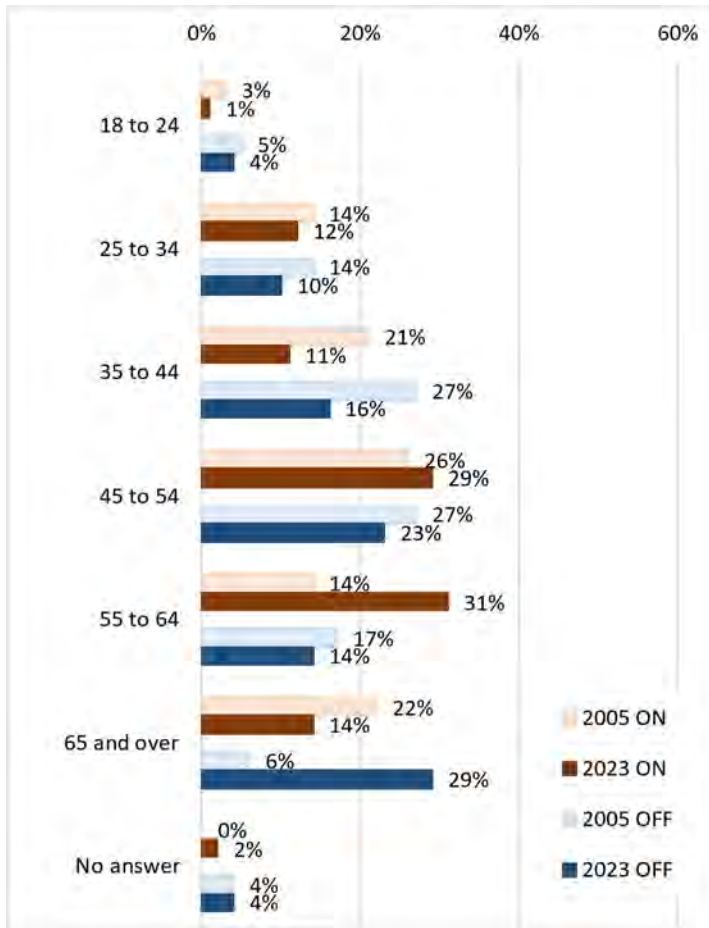


Q76: What is your gender?

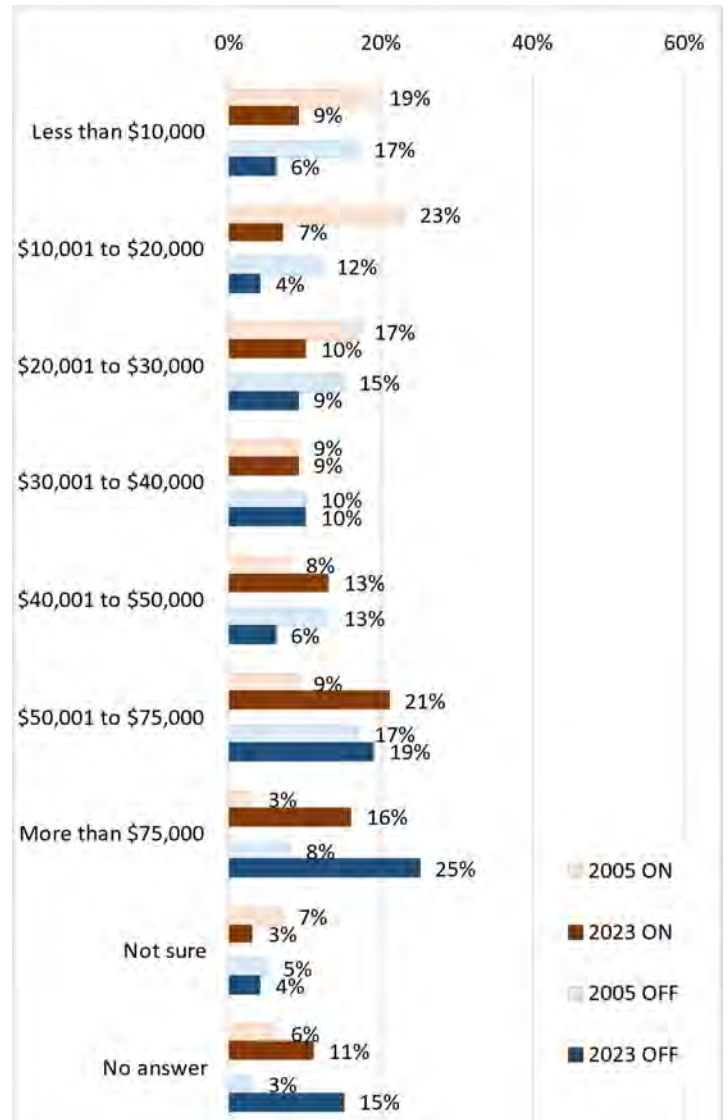


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

Q77: What is your age?

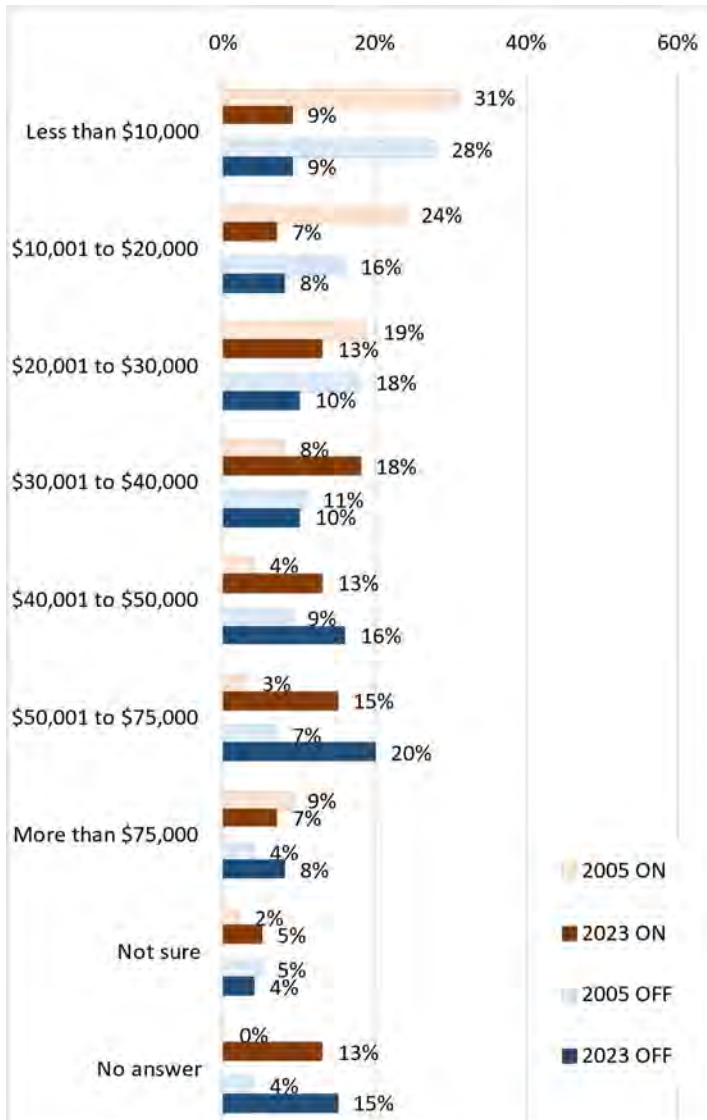


Q78: What is your combined TOTAL FAMILY INCOME before taxes?

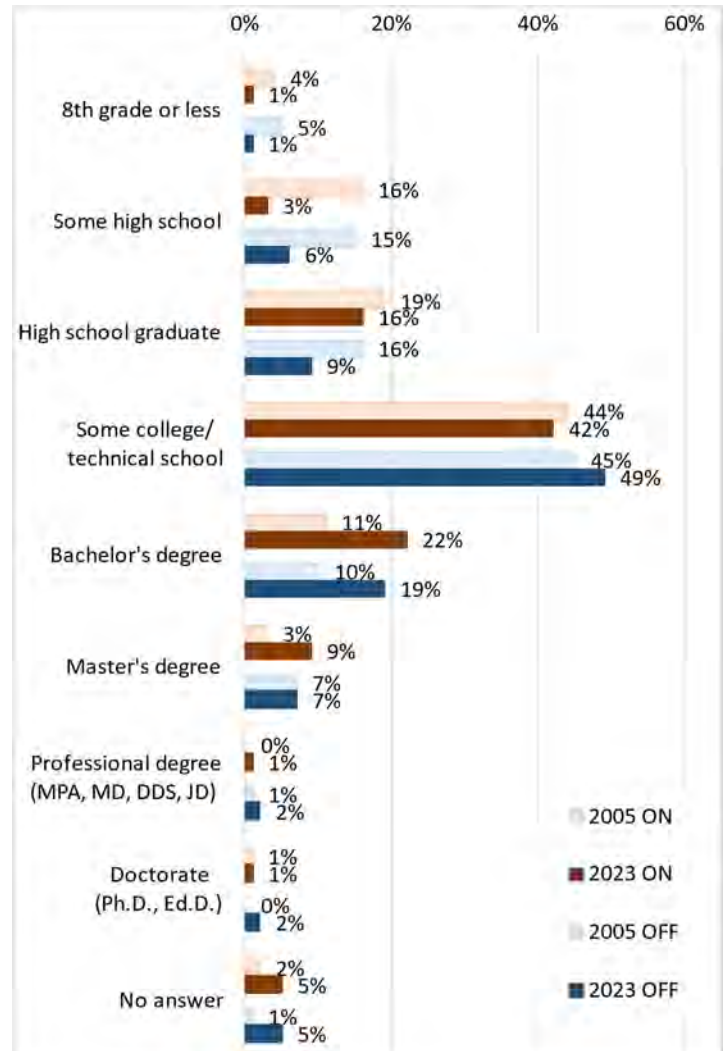


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

Q79: What is your TOTAL INDIVIDUAL INCOME before taxes?

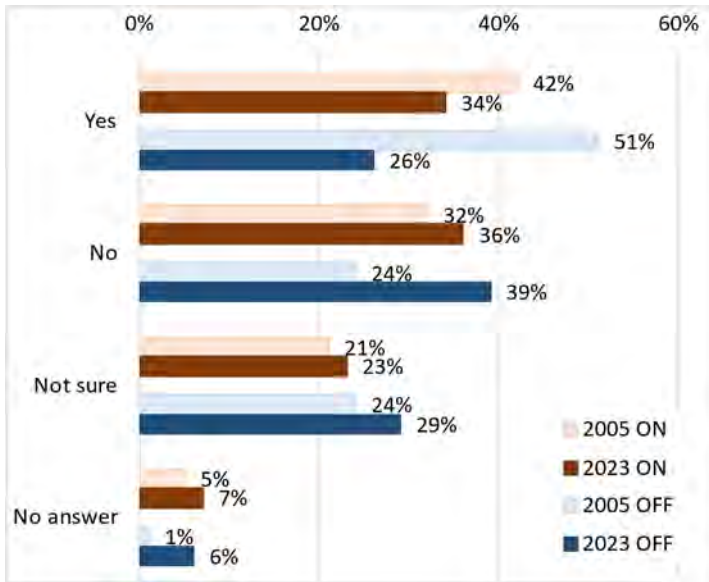


Q80: What is the highest level of education you have completed?

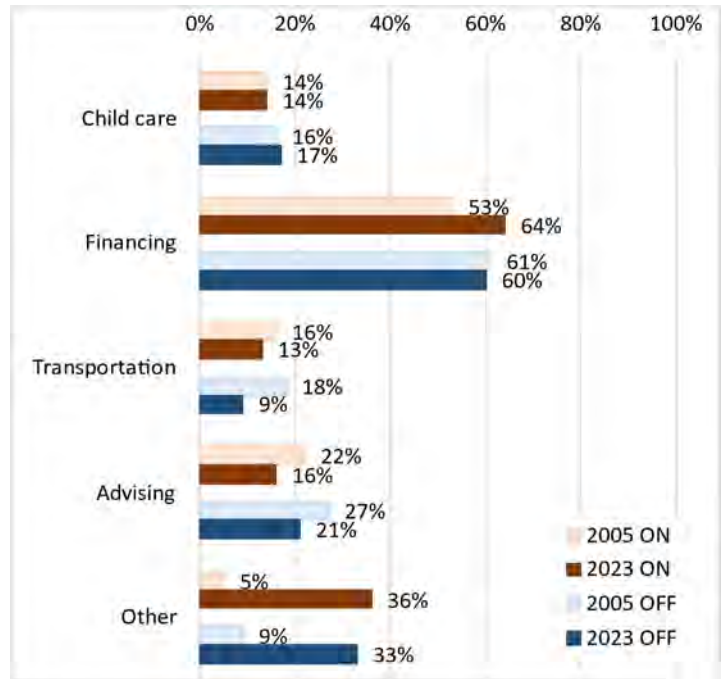


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

Q81: Do you plan to continue your education sometime in the future?



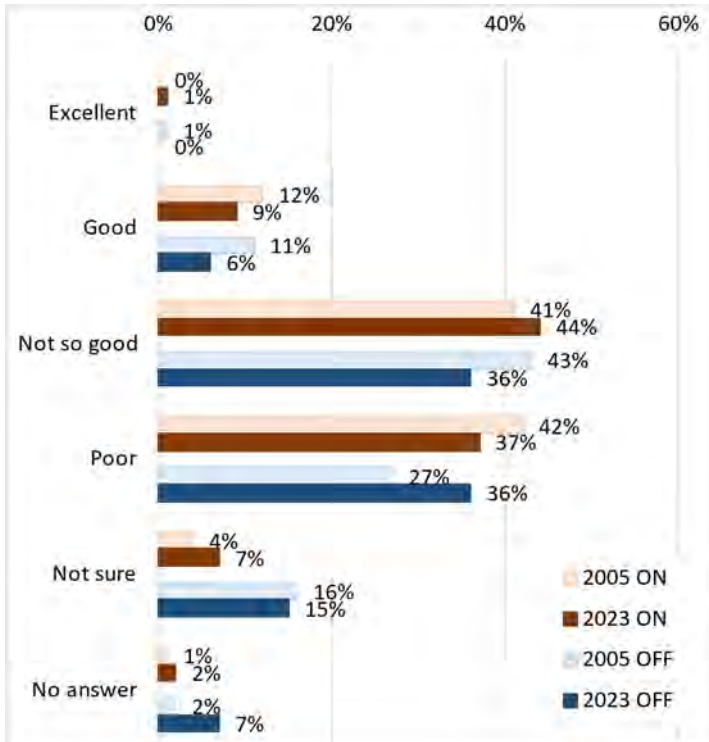
Q82: When making your continued education plans, which of the following areas will you need assistance in?



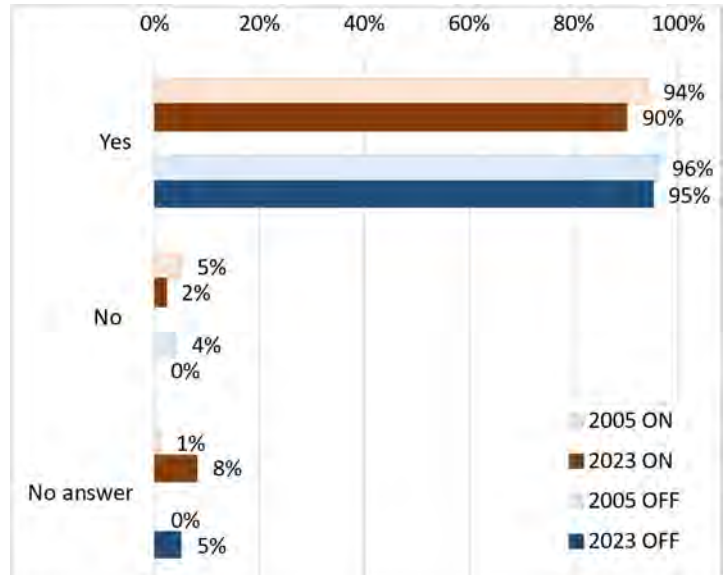
Economic Development

The economic development and off-reservation economic development topics included twelve survey questions.

Q23: How would you rate the overall economy on the Menominee Reservation?

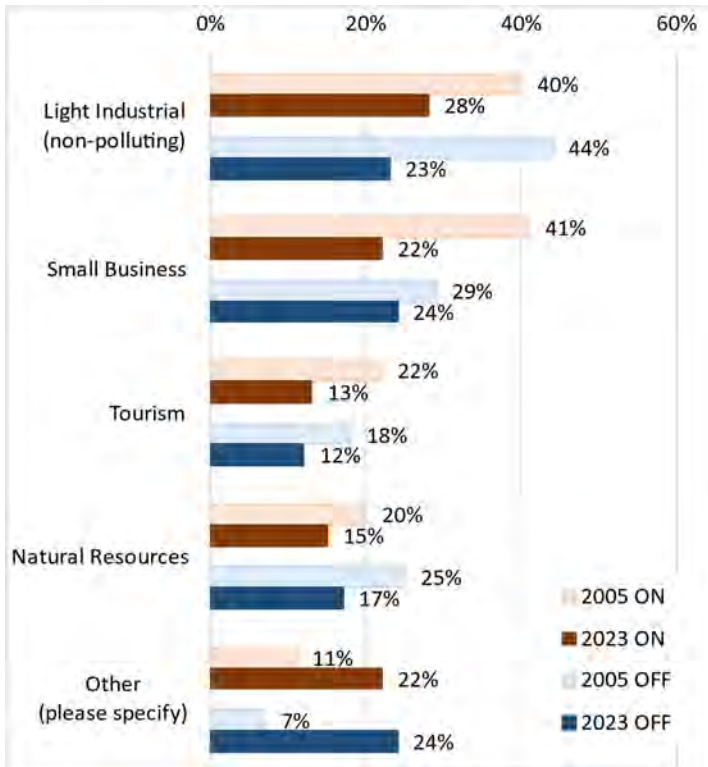


Q24: Would you like to see more economic development take place on the Menominee Reservation?

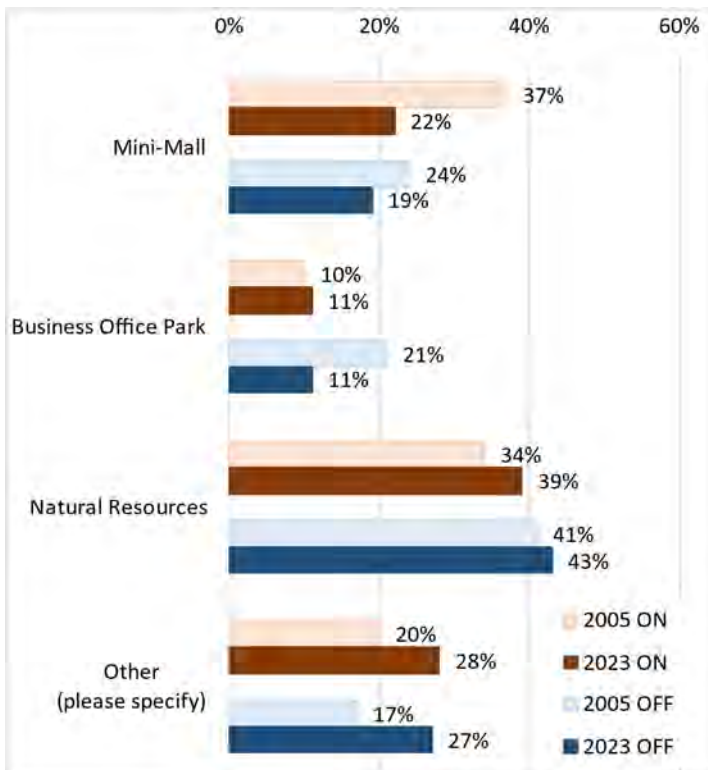


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

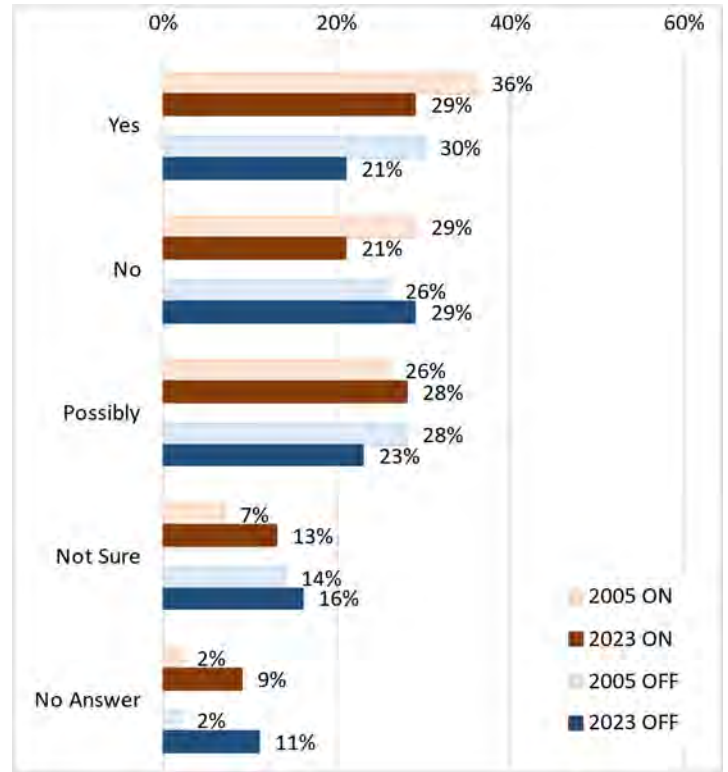
Q25: If developments take place in the future, what type would you MOST PREFER?



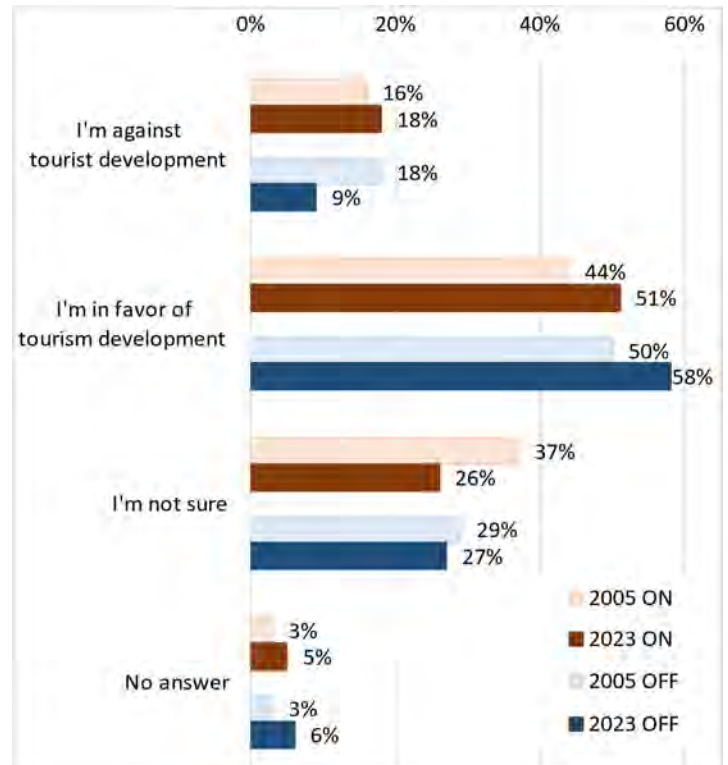
Q26: Which of the following types of development do you feel is MOST IMPORTANT for the Menominee Reservation?



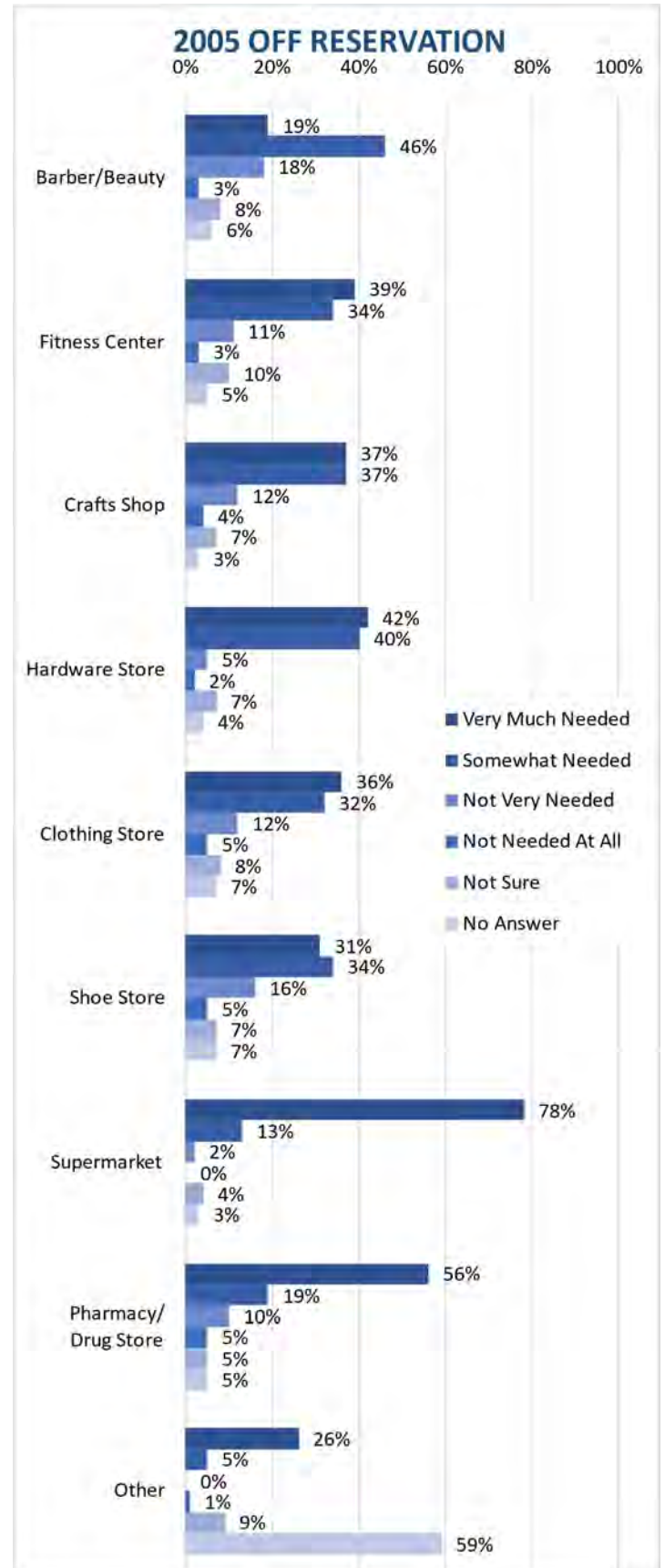
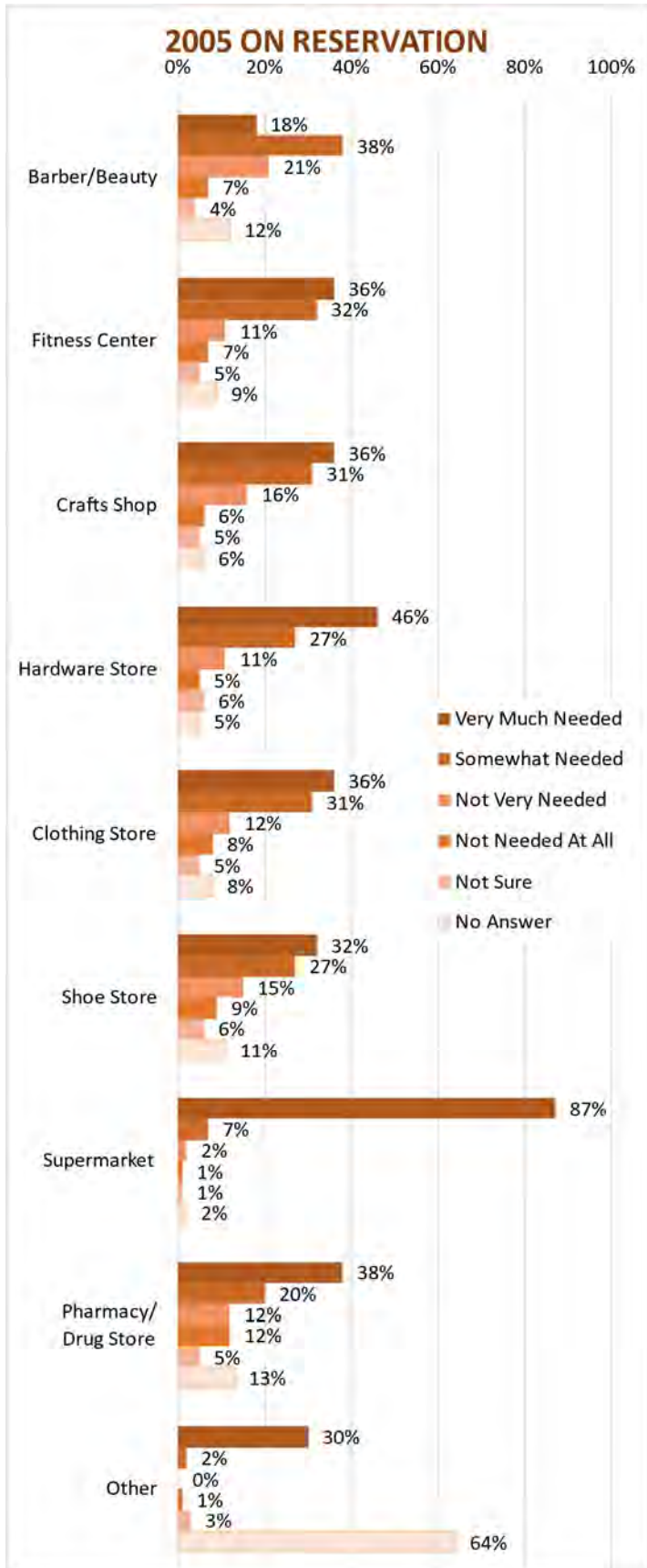
Q27: Would you be interested in starting a business on the reservation using your own money, if technical assistance was provided to you on a confidential basis?



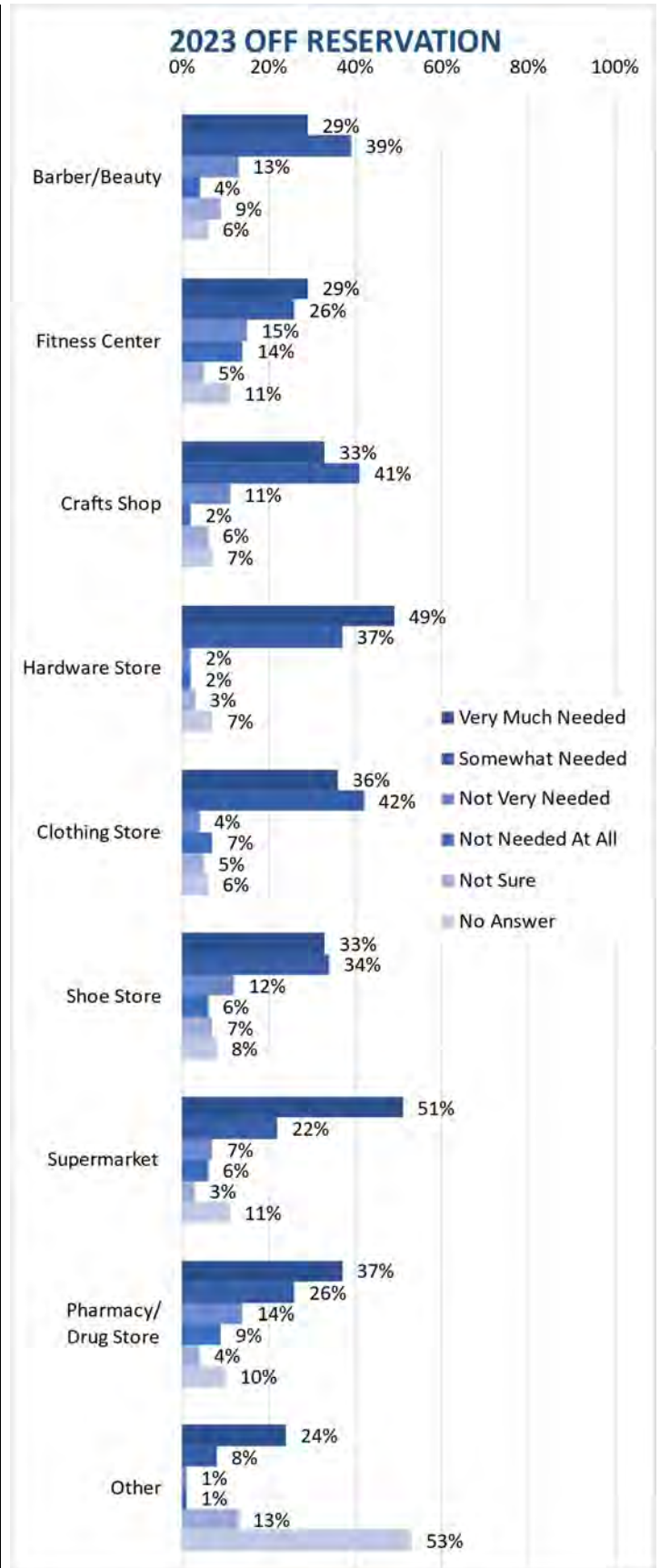
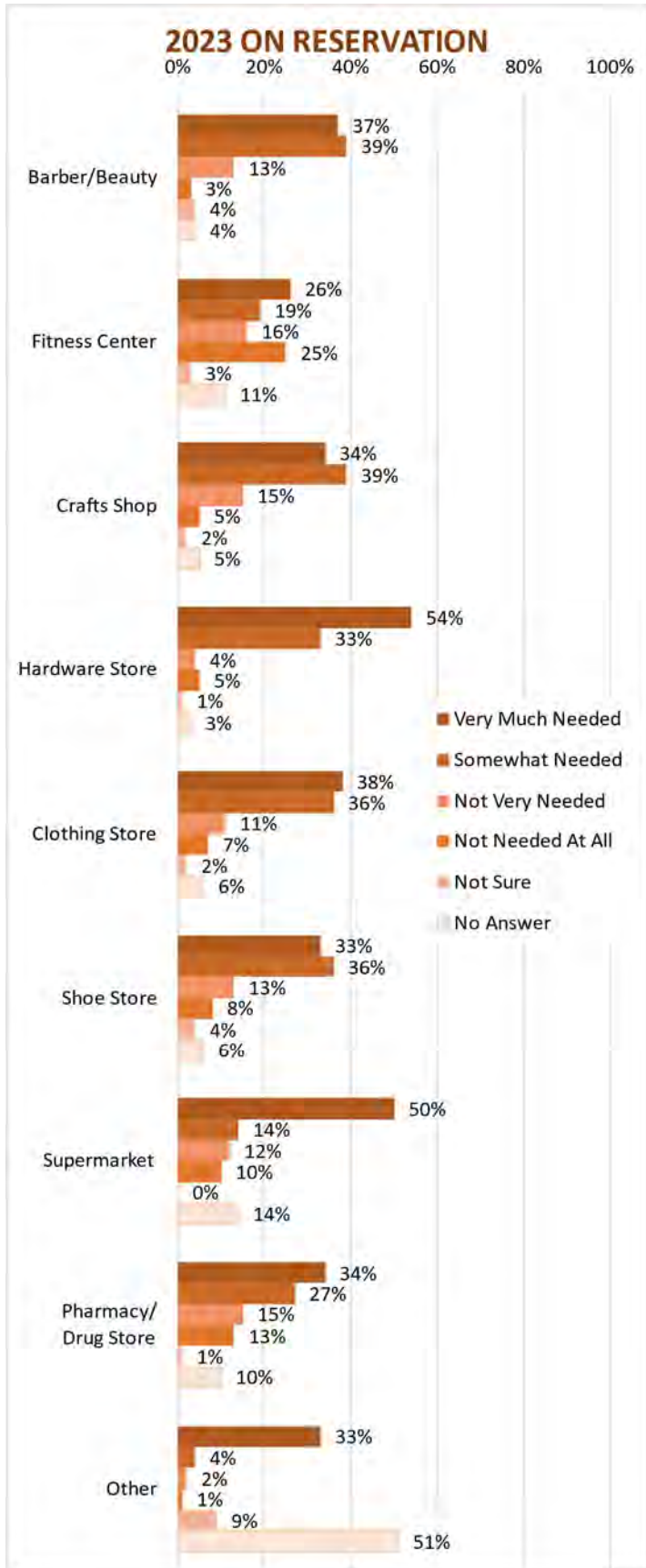
Q28: How do you feel about tourist developments on the Reservation?



Q30: Of the following types of small businesses, which do you feel are needed on the reservation?

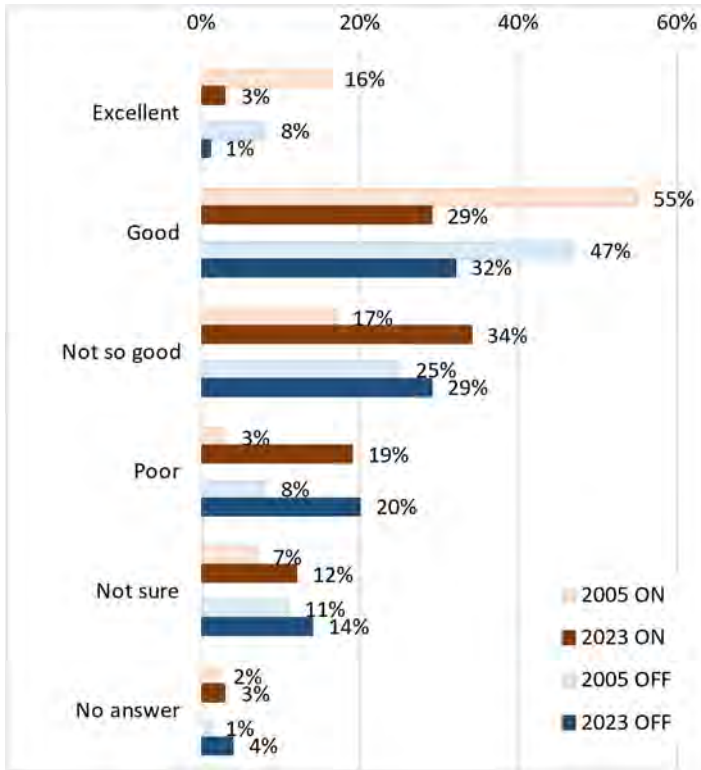


Q30: Of the following types of small businesses, which do you feel are needed on the reservation (continued)?

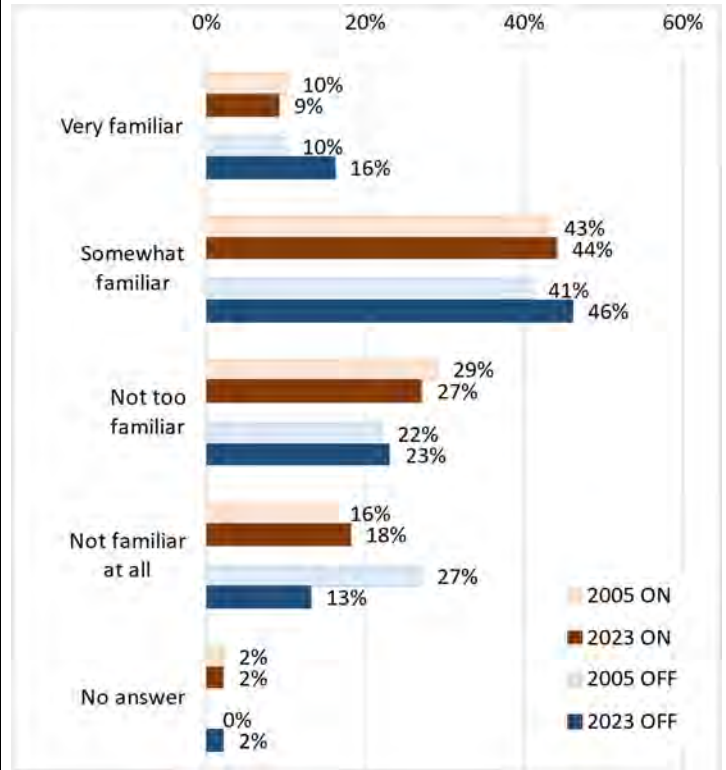


Off-Reservation Economic Development

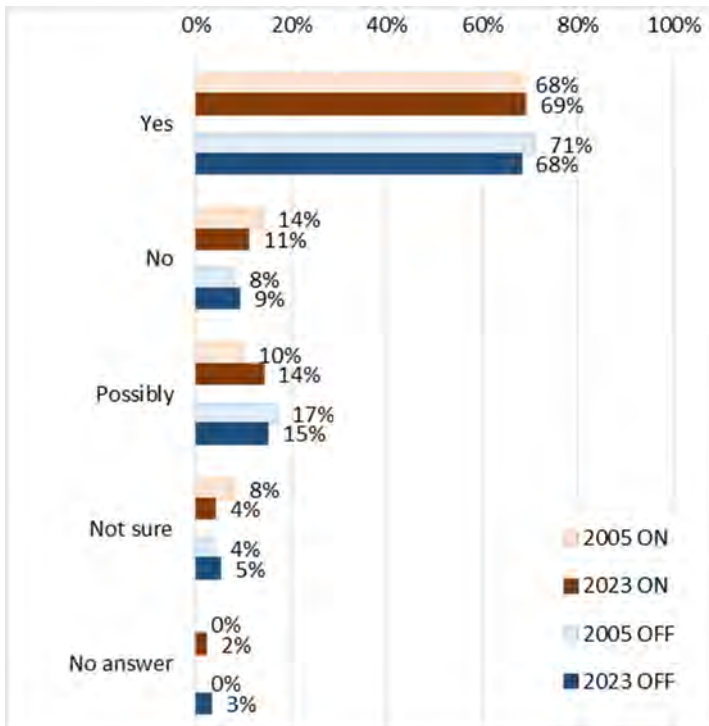
Q31: How would you rate the overall economy of the Menominee Reservation?



Q32: How familiar are you with the Menominee Tribe’s proposed Kenosha Project?



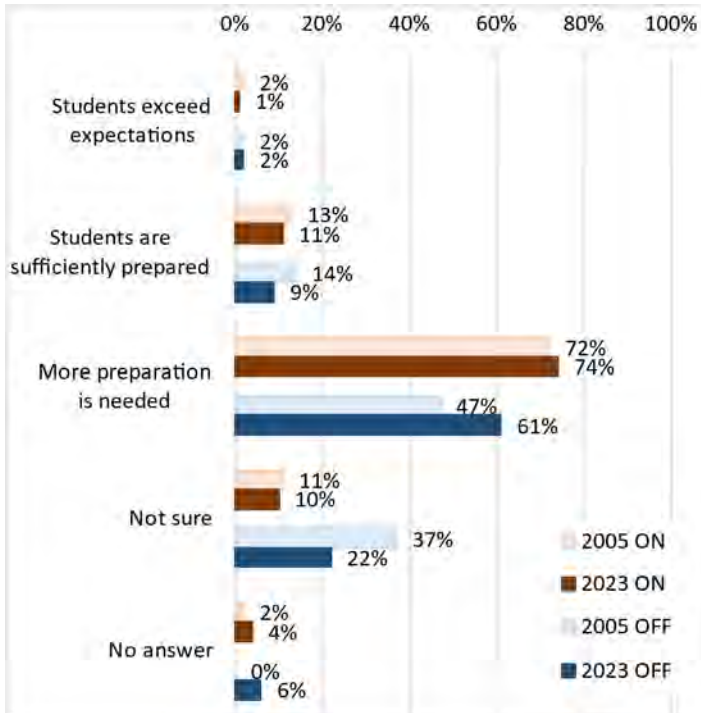
Q34: Do you support the Menominee Tribe’s proposal to build an off-reservation gaming enterprise in Kenosha, Wisconsin?



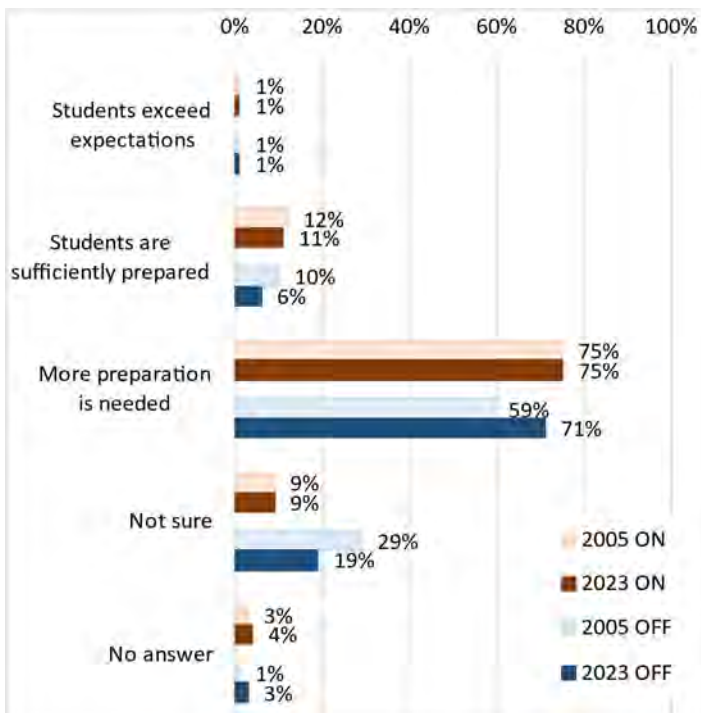
Education

The survey included four questions related to education. The responses are summarized below:

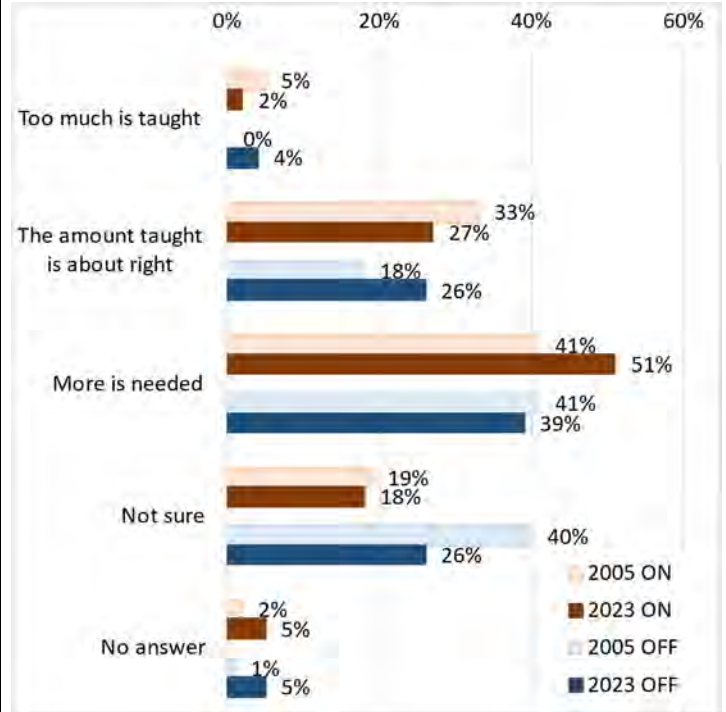
Q35: In your opinion, how well does the Menominee school district prepare students to succeed in the K-12 school system?



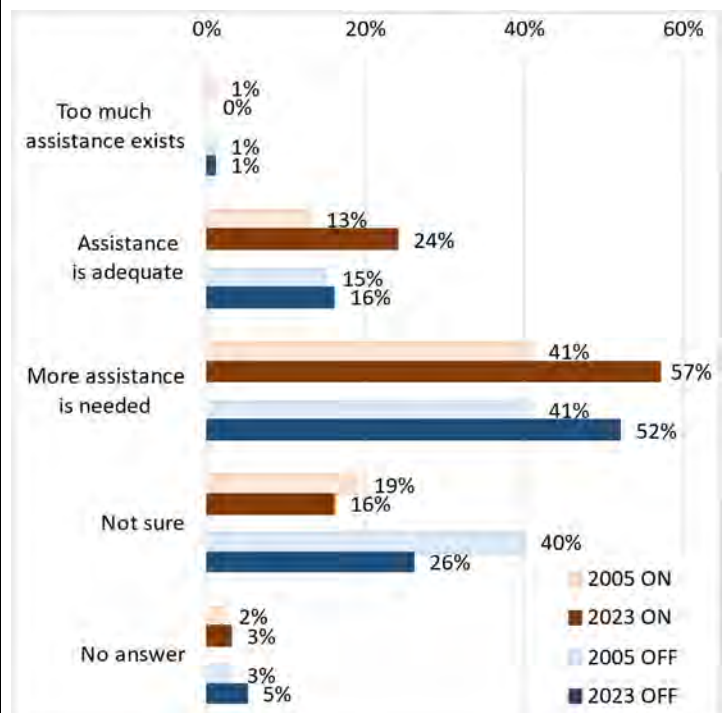
Q36: How prepared do you believe Menominee students are to succeed in work and school beyond the 12th grade?



Q37: To what extent do you believe the Menominee culture is taught in the K-12 educational system on the Reservation?



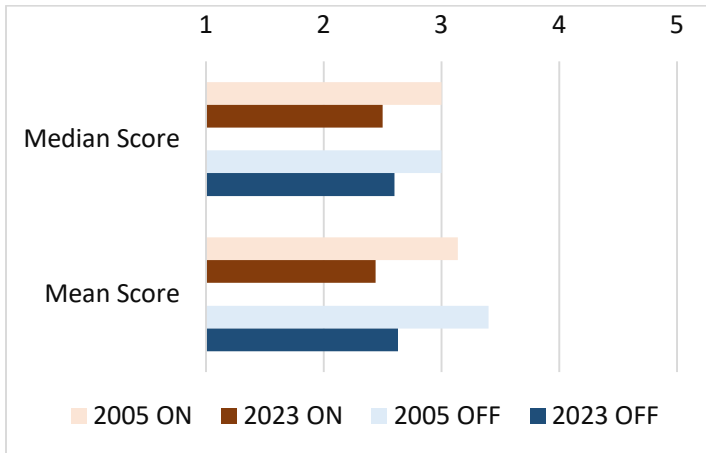
Q38: How adequate is the availability of financial assistance for education to members of the Menominee Nation?



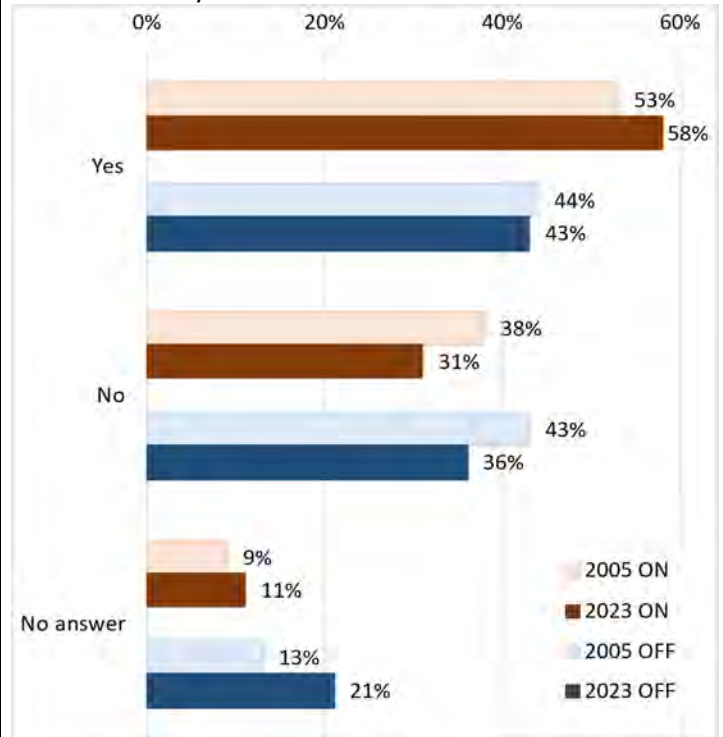
Health

There were three questions on the survey related to health. The responses are summarized below:

Q39: 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?



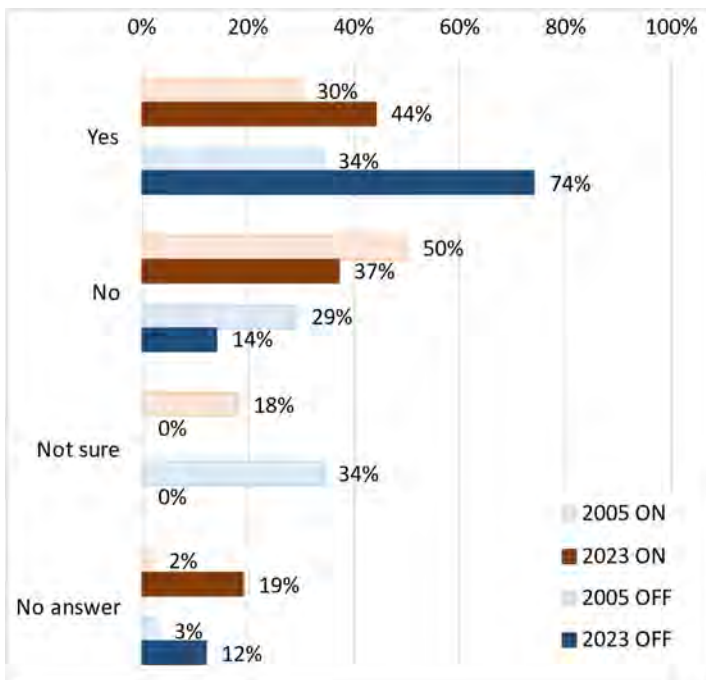
Q40: Do the health care services that are currently available meet your needs?



Law Enforcement

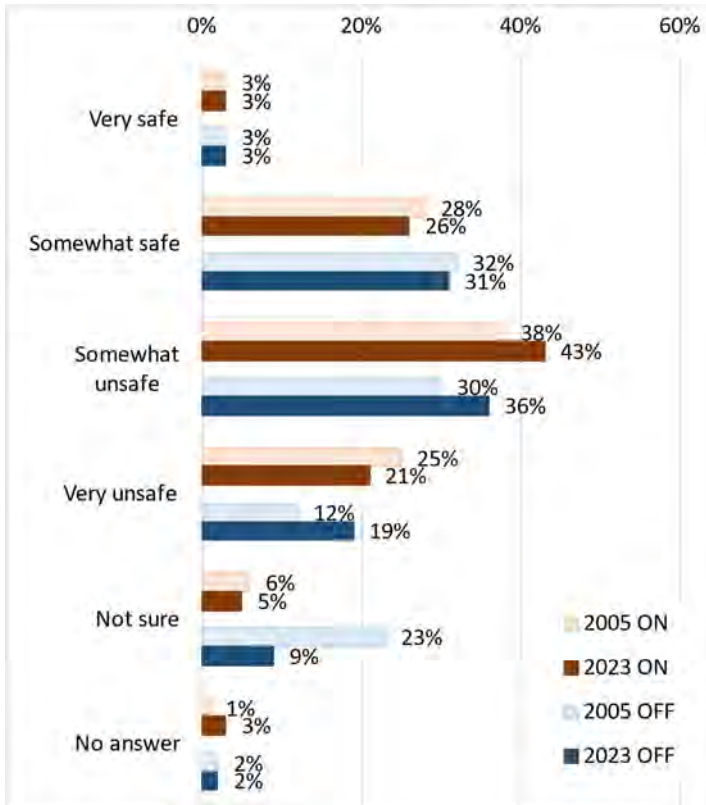
There are four questions related to law enforcement and three questions related to the tribal court system.

Q42: Do you feel that you live in a safe and secure environment?

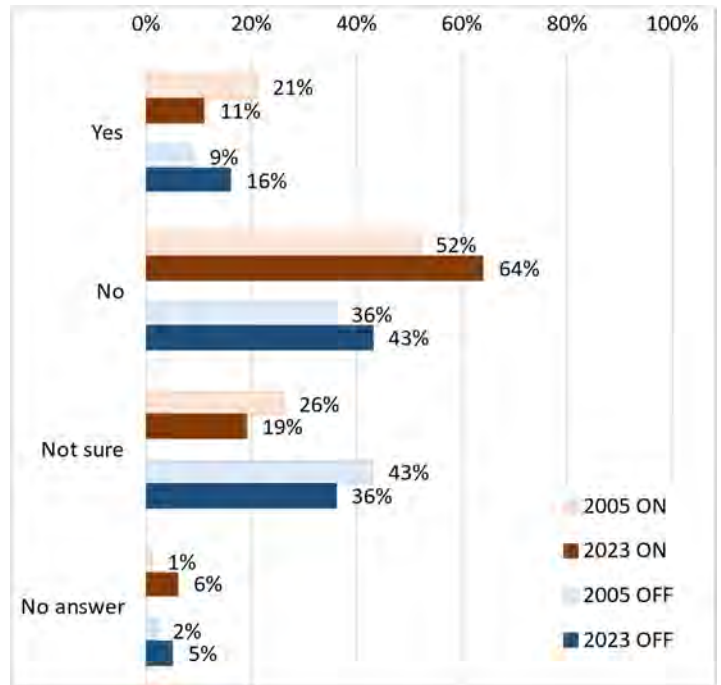


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

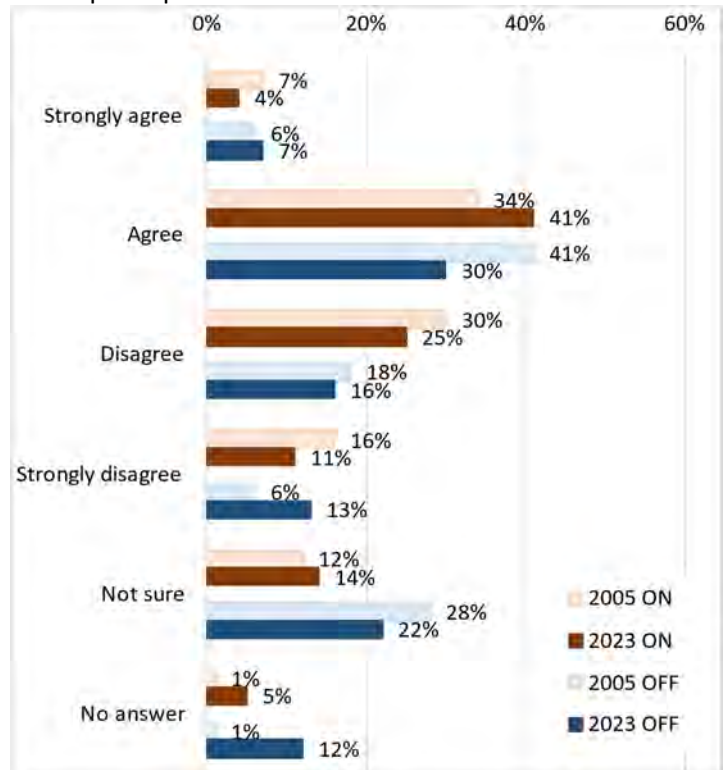
Q43: How safe do you feel the Menominee Nation environment is for children?



Q44: Do you believe the Menominee Tribe provides enough resources for Law Enforcement?

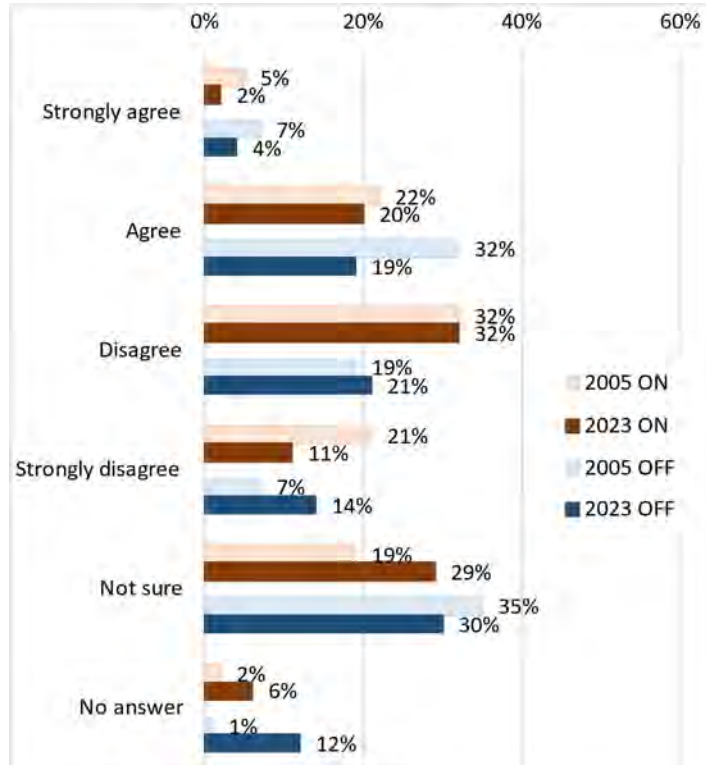


Q45: Please indicate your level of agreement with the following statement: I feel I can count on the Tribal Police for help and protection when I need it.

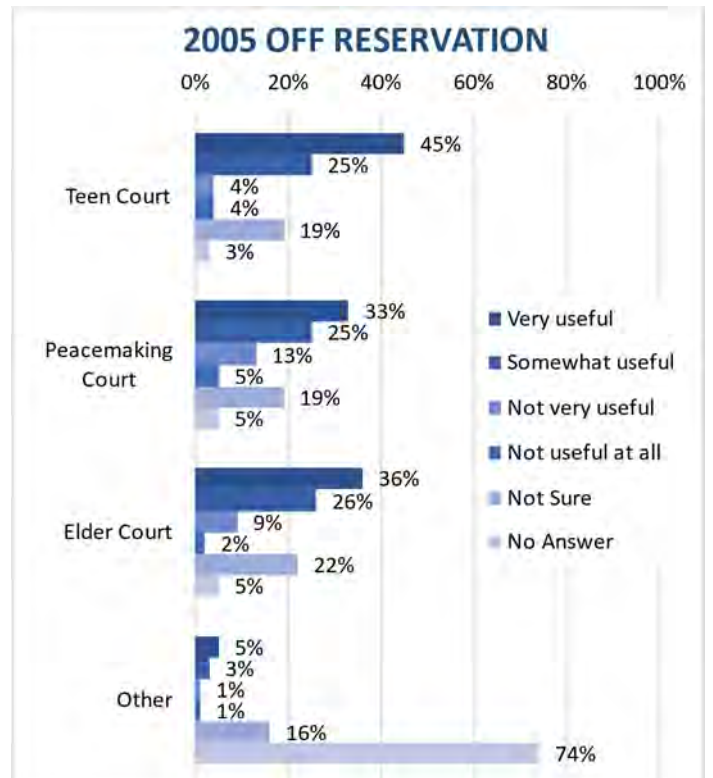
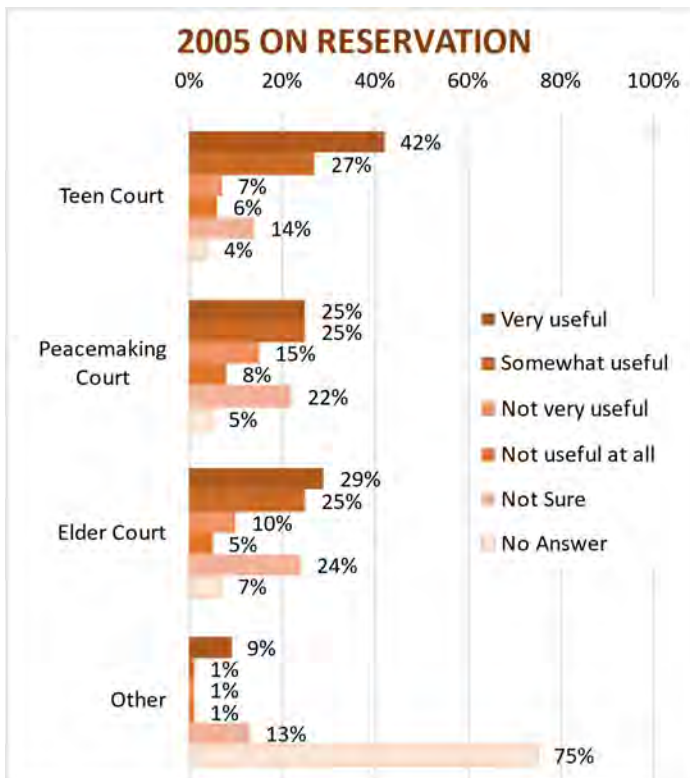


Judiciary

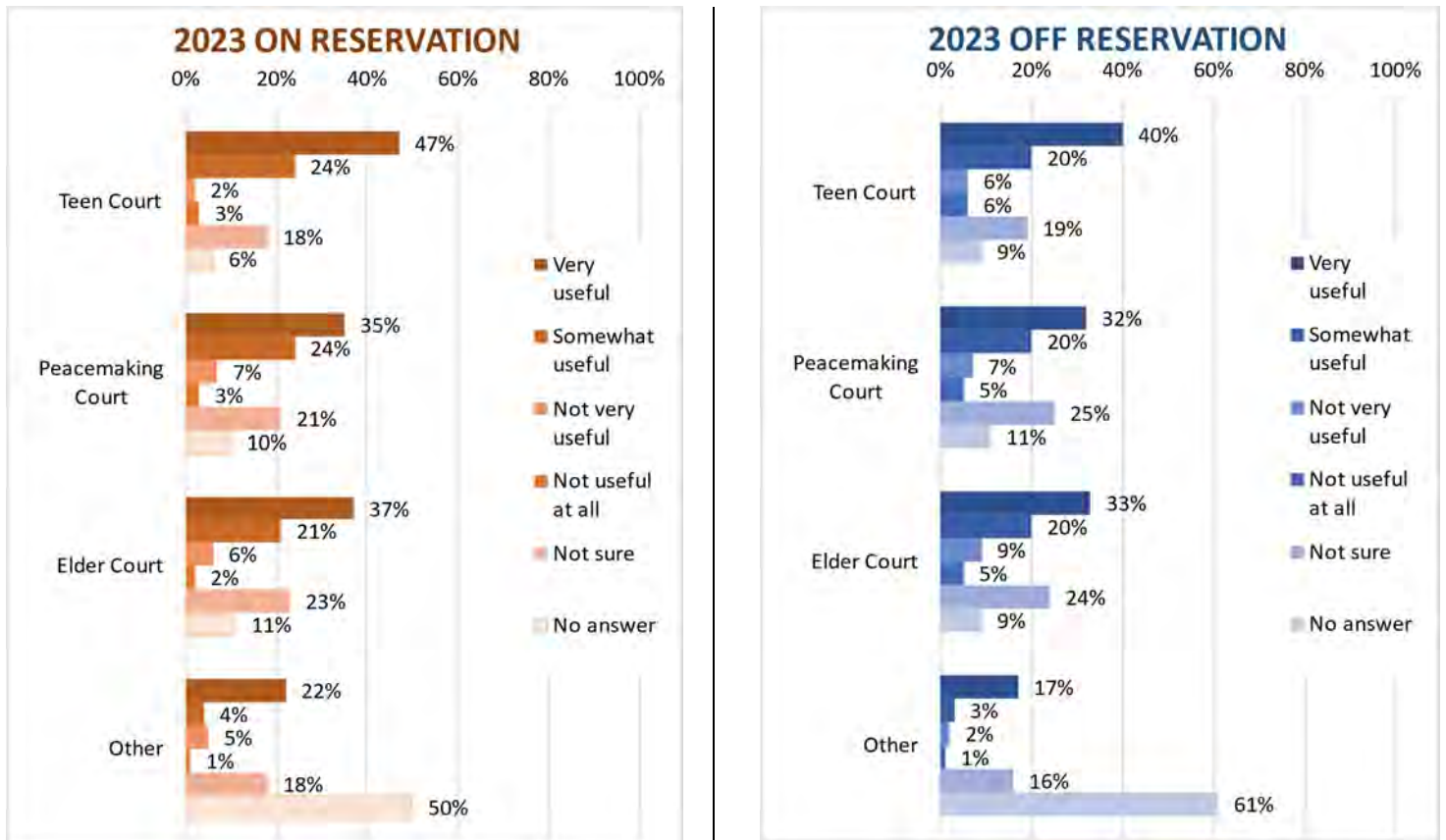
Q46: Please indicate your level of agreement with the following statement: I feel that I can count on the Tribal Courts for help and protection when I need it.



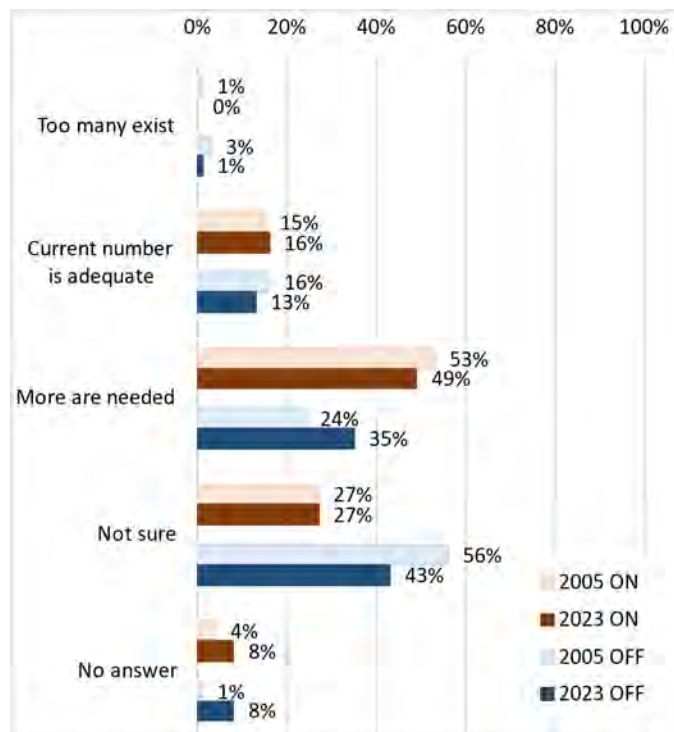
Q47: How useful do you believe the following court alternatives would be on the Menominee Reservation?



Q47: How useful do you believe the following court alternatives would be on the Menominee Reservation? (continued)



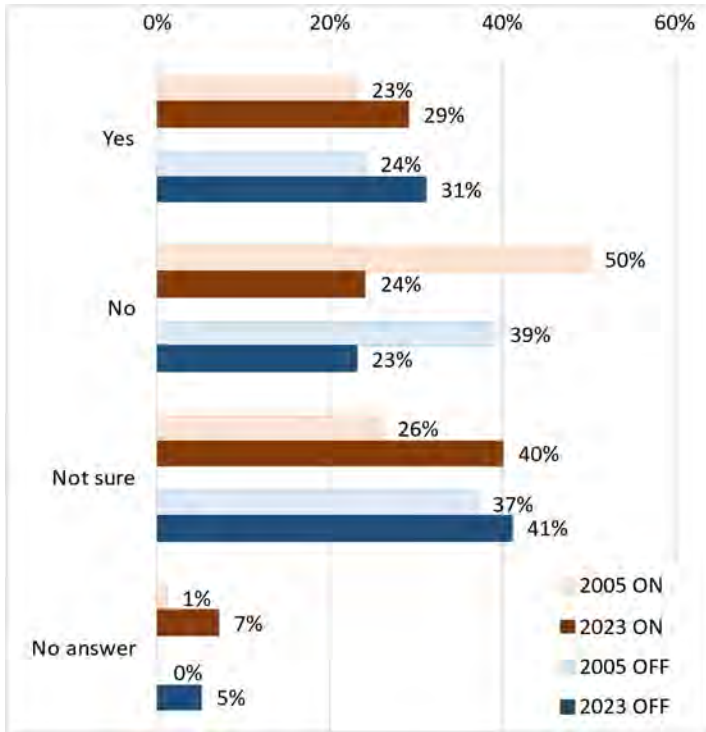
Q48: How adequate is the number of detention centers on the Menominee Reservation?



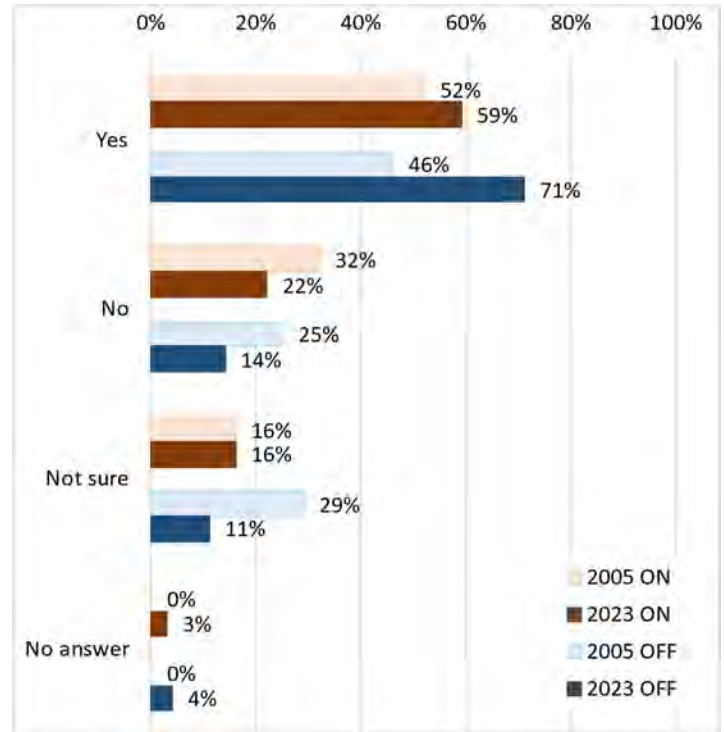
Natural Resources

There were four questions on the survey related to natural resources.

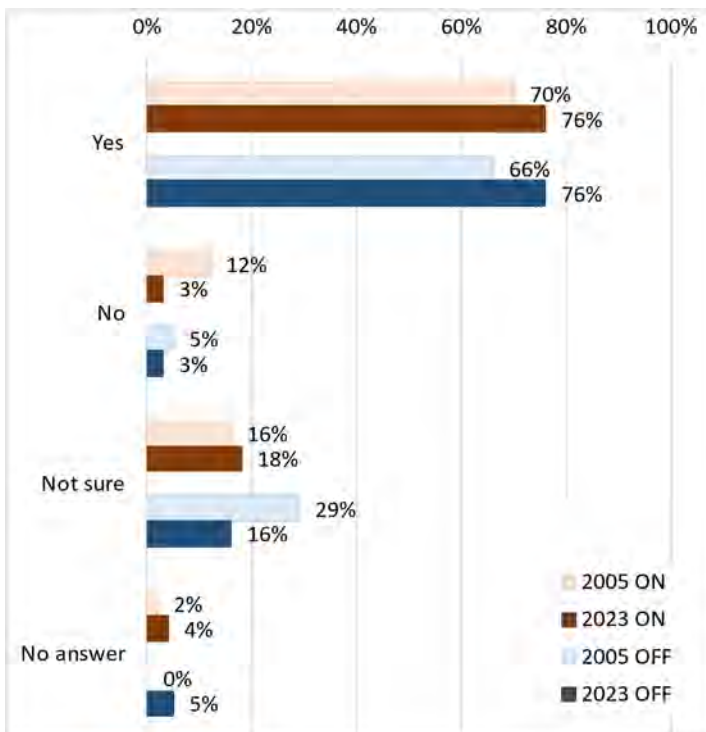
Q49: Are you satisfied with the current management of natural resources within the Menominee Reservation?



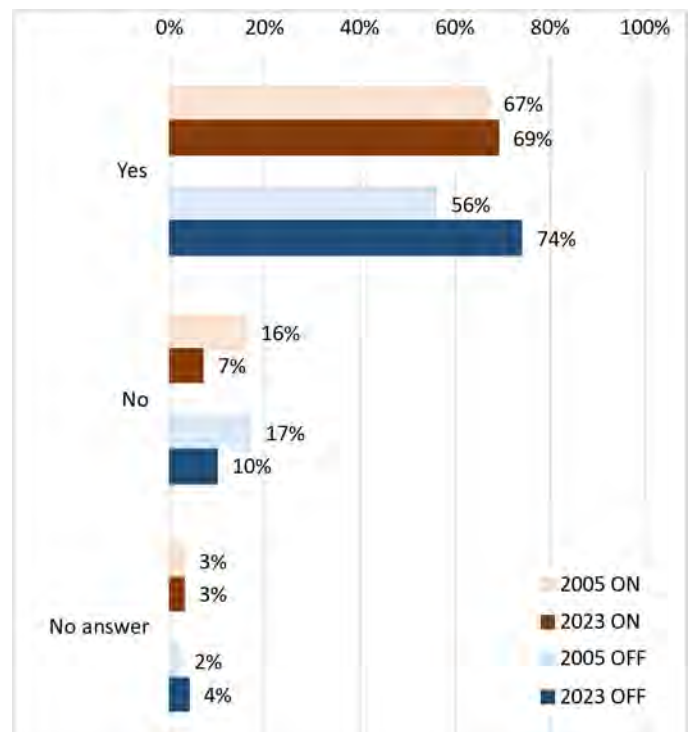
Q51: Are you satisfied with the quality of lakes and rivers on the Menominee Reservation?



Q50: Are you satisfied with the quality of air on the Menominee Reservation?



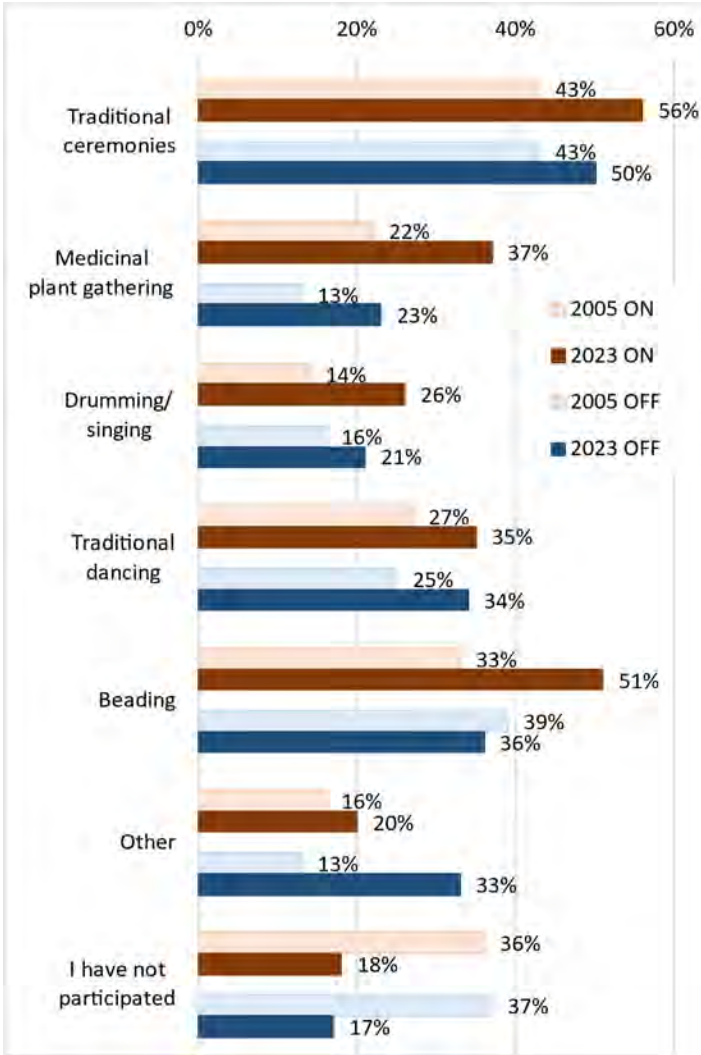
Q52: Are you satisfied with the quality of wildlife on the Menominee Reservation?



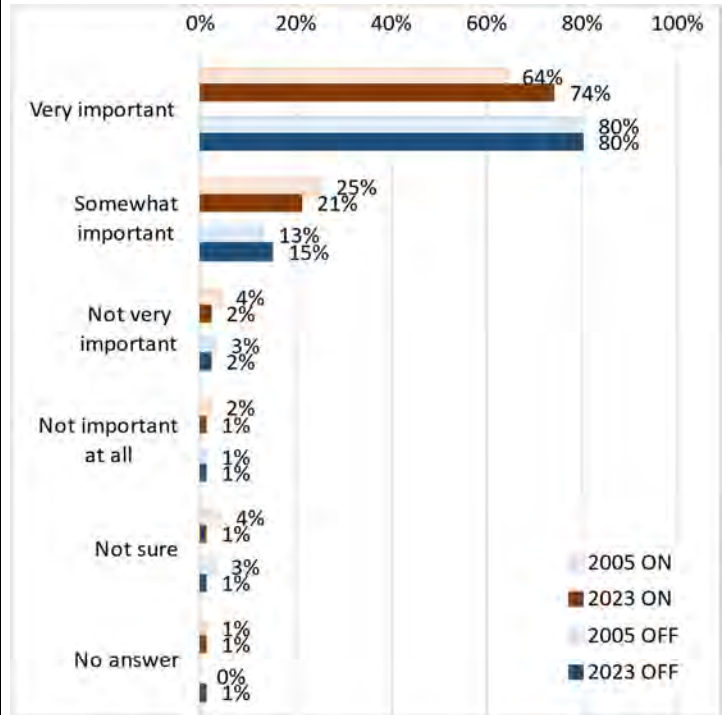
Culture

The culture and heritage section of the survey included six questions.

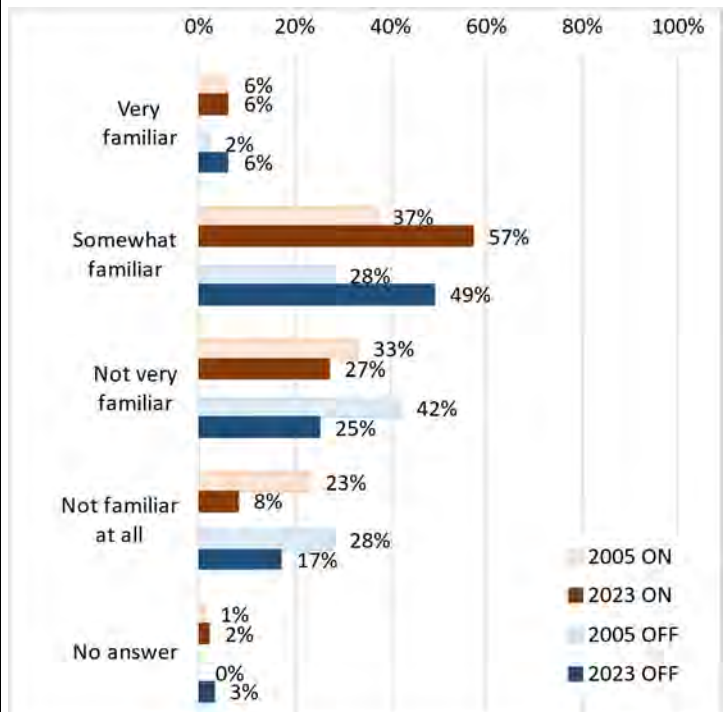
Q53: Which of the following Menominee traditional practices have you participated in?



Q54: How important do you feel it is to educate tribal members in traditional language and culture?

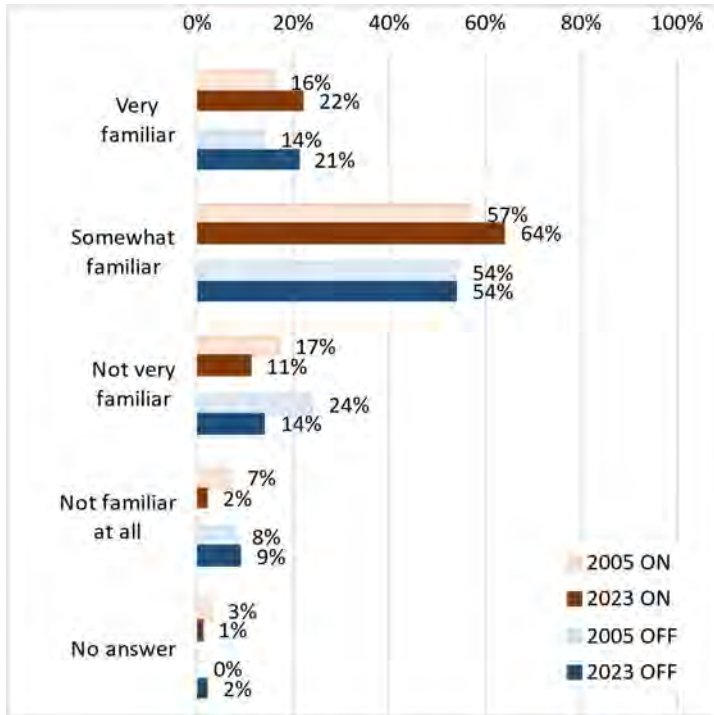


Q55: How familiar are you with the Menominee language?

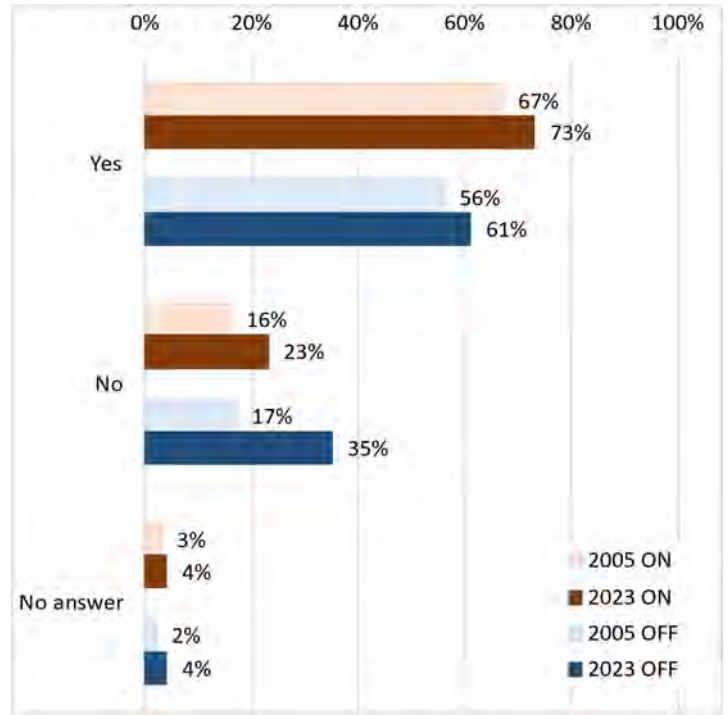


Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

Q56: How familiar are you with the Menominee culture?

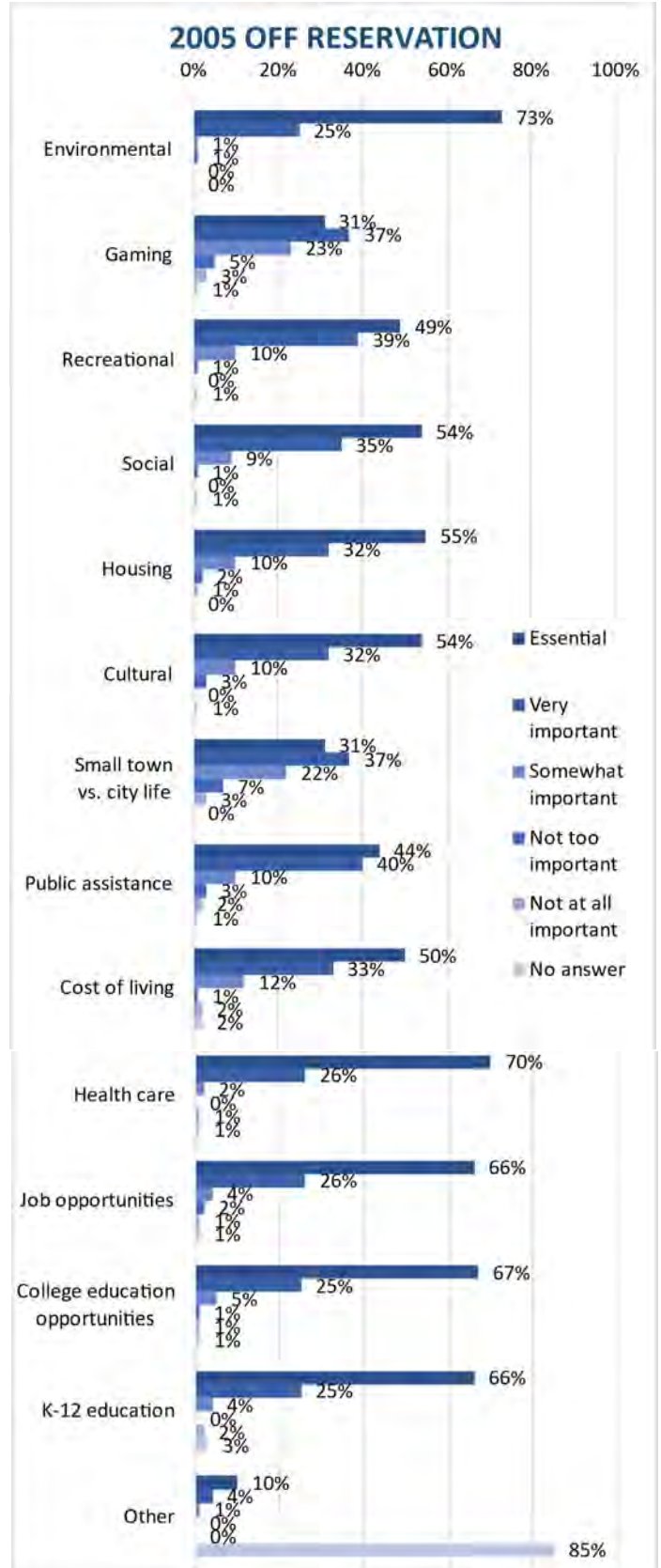
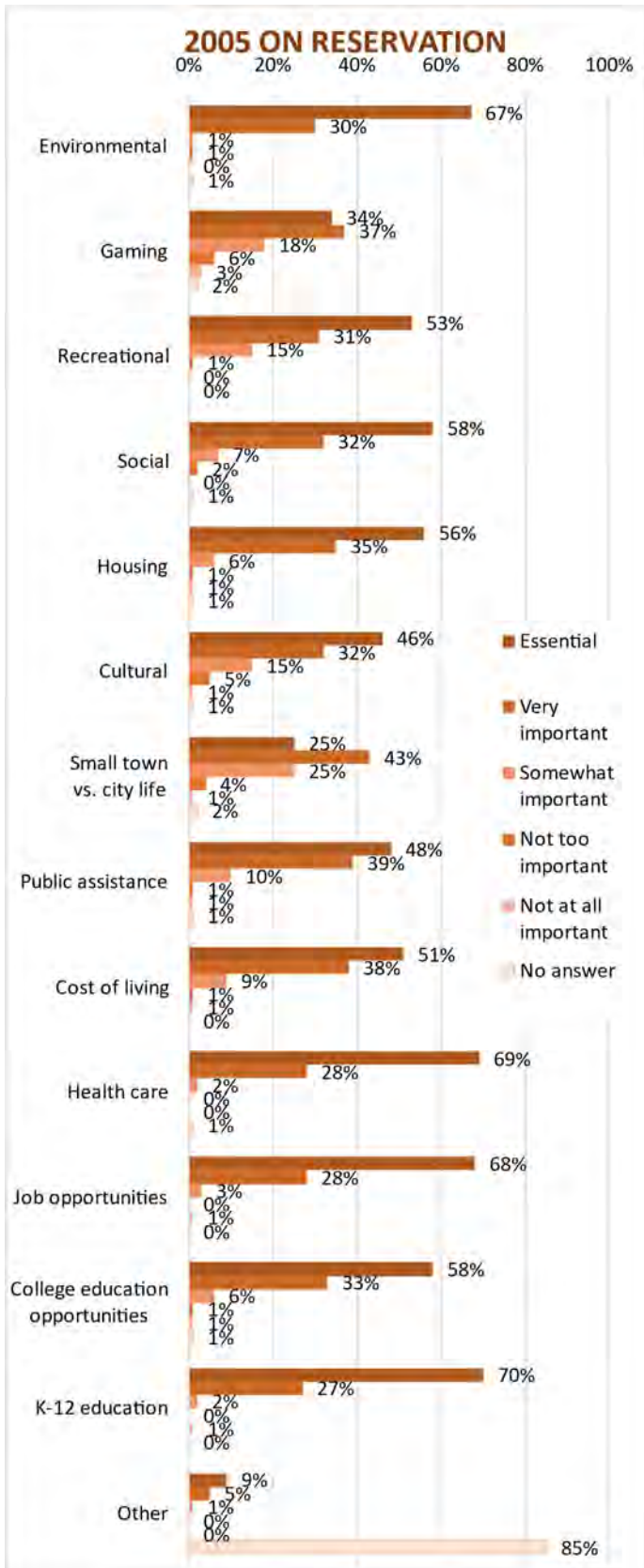


Q57: If you wanted to know more about the Menominee language or culture, would you know whom to contact to get the information you need?



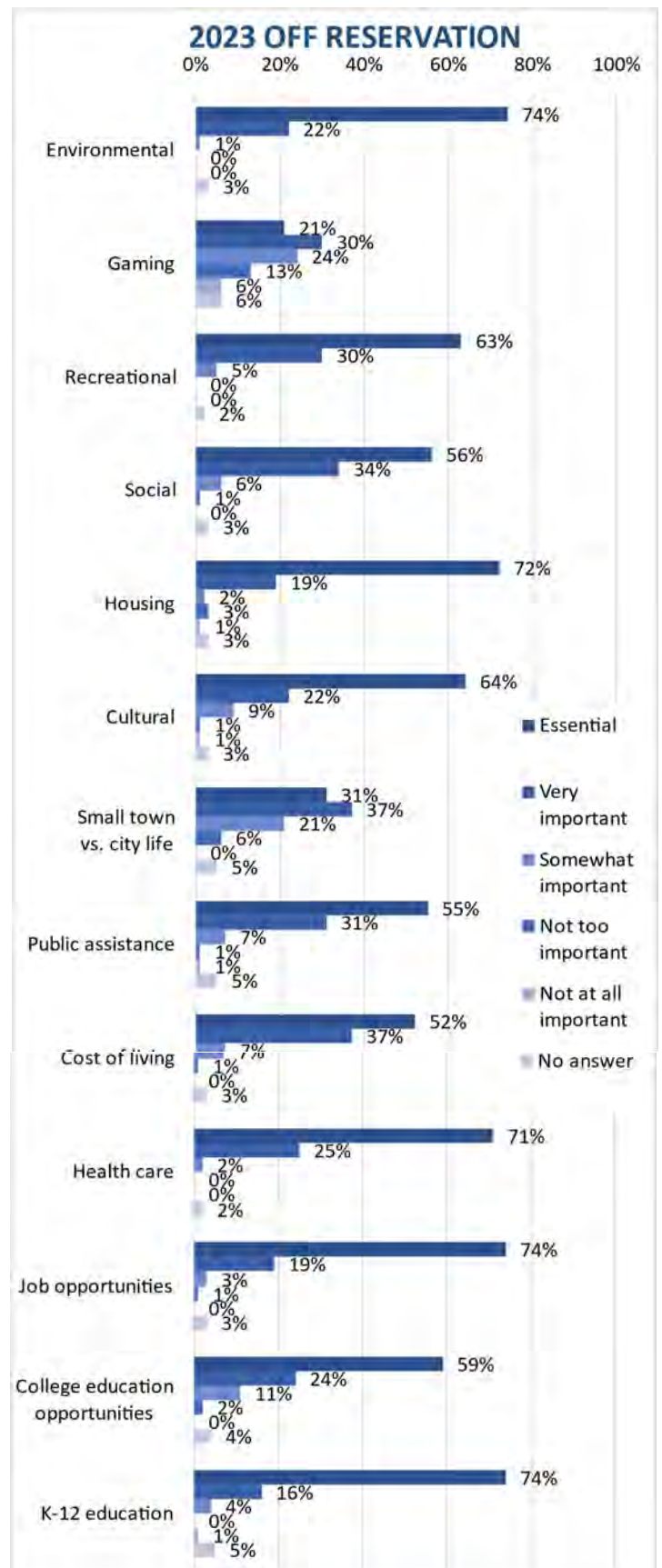
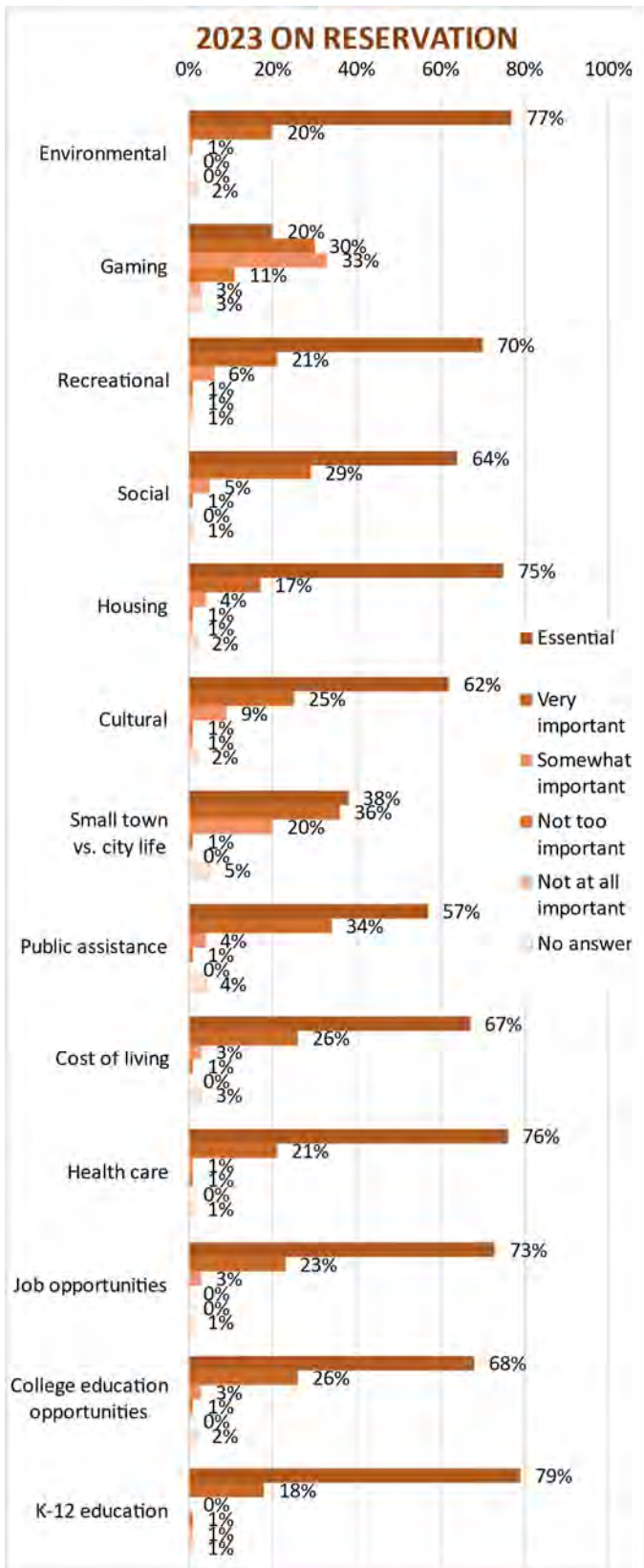
Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

Q58: Listed below are several aspects of life in the Menominee community. Please indicate how important these community aspects are to you.



Menominee Indian Tribe of Wisconsin (MITW) Community Needs Survey

58: Listed below are several aspects of life in the Menominee community. Please indicate how important these community aspects are to you (continued).



Appendix B: Resources

The following represents some of the resources that were used in the creation of this strategic plan.

- 🔗 Enrollment Department, Statistical Data.
- 🔗 Gauthier, Anthony: Strategic Planning Logo Artist, 2005 – logo was updated in 2023.
- 🔗 Communications Department: Historical photos and assistance with website, App, and Menominee Nation News postings/reports; graphic design for the final report.
- 🔗 Historic Preservation Department: Assistance with the Menominee language usage and the 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 2022/2023.
- 🔗 Menominee Indian Reservation Historical Review, Historic Preservation.
- 🔗 Menominee Indian Tribe of Wisconsin 2005-2023 Comparative Data Community Needs Survey Final Report, College of Menominee Nation/Center for Innovative Change, LLC, 2023.
- 🔗 Menominee Indian Tribe of Wisconsin Annual Report, Department of Administration.
- 🔗 Menominee Indian Tribe of Wisconsin Constitution and Bylaws, 1976.
- 🔗 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 meeting minutes, and in-service training minutes; meeting evaluation reports: College of Menominee Nation/Center for Innovative Change, LLC, 2023.

****For more information regarding the strategic planning meeting minutes, please visit*** the website, ***view the*** Menominee App, Menominee Nation News, or ***call*** Administration at (715) 799-5154 to request information.

Appendix C: Community and Employee Engagement in the Strategic Planning Process

The following list reflects the individuals who contributed to the planning process during 2023, as the plan was being developed. Participants were involved in 75 events, including Community Meetings, Workgroup Meetings, Planning Retreats, and Training Sessions.

Over 200 internal and external stakeholders and community members representing nearly 70 departments, organizations, and agencies participated in the planning process.

Menominee Tribal Legislature

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

Community Members

Landon	Bubbles Dixon	Marla Mahkimets	Shannon Tucker
Chantel Alveshire	Richard A. Dodge	Lynette Maskewit	Michael Waubanasum
Mary Jane Askenette	Avari Fernandez	Mark Miller	Catherine Waukau
Barbara Askinette	Candice Firgens	Stephen Miller	Cathy Waukau
David Askinette	Candice Firgins	Mario Munoz	Diane Waukau
Gwen Awonohopay	Ray Fish	Lee Ann Nacotee	Kathleen Waukau
Karolin Awonohopay	Johanna Gauthier	Mavis Neconish	Kathleen Waukau
Bernadette Bear	Leila Gauthier	John Notinokey	W. Waupachick
Jayne Blacker	Dennis Grignon	Joseph Notinokey, Jr.	Keith Waupekenay
Dorine Brown	Marcus Grignon	Kim Oshkeshequoam	Steven Waupekenay
Chris Caldwell	Marie Grignon	Jane Pamanet	Tel Waupekenay
Debbie Caldwell	Martina Hand	William Penass	DeeAnn Waupoose
Eugene Caldwell	Kim Hill	Jeanette Perez	Elroy Waupoose
Gene Caldwell	Mary Isham	Dale Peters	Stan Waupoose
Ralph Caldwell	Annie (Anna) Jones	Janice Peters	Rose Wayka
Michael Cantrell, Jr.	Kevin Kaquatosh	Ernie Real Bird	Orlin Webster
Randal Chevalier	Bernadine Kersey	Lela Schwitzer	Byron Wilber
Mike Cook	Stan Latender	Gwen Shawano	Rebel Wilber
Georgette Coon	Joan B. Lord	Pat Tourtillott	Justin Wilber, Jr.
L. Anton Daruk	Louise Madosh	Georgiana Tucker	
Shelly Dick	Debra Mahkimetas	Ronald Tucker	

MITW Tribal Departments

Administration	Early Childhood Services	Maehnowesekiyah
Annmarie Johnson	Meah Hesse	Addie Caldwell
Patricia Peters	Roxanne Mohawk	Maintenance
Desirae Wilber	Shay Sanapaw	James Corn
Joshua Pyatskowit	Education	Member Services
Brenda Tomow	Shannon Chapman	Franny Kitson
Annette Westphal	Emergency Management	Adriana Moses
Administration - Grants	Ben Warrington	Oskeh-Waepeqtah DV/SA Program
Marci Hawpetoss	Environmental Services	Michelle Frechette
Brianne Tepiew	Jeremy Pyatskowit	Probation
Aging and Long-Term Care	Family Services	Lacy Dixon
Carla Al-Jame	Carol Corn	Norman Shawanokasic
Kristah Warrington	Suzanne Delaski	Prosecution
Agriculture and Food Systems	Mary Kramer	Scott Wilson
Gary Besaw	Finance	Public Defender
Doug Cox	Stephanie Awonohopay	Martina Gauthier
Chairman's Office	Gaming Commission	Ashlee Kaquatosh
Lloyd Frieson	Lynette Miller	Transportation
Gena Kakkak	Historic Preservation	Christa Lyons
Megan Smith	Becky Alegria	Gary Pyawasay
Child Support	David Grignon	Tribal Jail
Heather Wilber	Housing	Rebecca McCann
Communications	Wayne Wilber	Tribal Police
Gary Dodge, Jr.	Human Resources	Shawn Boyd
Devan Erdmann	Antoine Chevalier	Keith Tourtillott
Sheena Waupoose	Information Technology	Tribal School
Community Development	Kolia Hischke	Lori Corn
Natasha Chevalier	Jeffrey West	Youth Services
Sharon Waukau	Internal Audit	Lori Besaw
Community Resource Center	Alicia Wilke	Joyce Wayka
Fay Annamitta	Language and Culture	Tribal Archives
Sue Blodgett	Joey Awonohopay	Monea Warrington
Conservation	Legal Services	Head Start
Forrest Gauthier	Toni Caldwell	Candace Waupekenay
Jaime Guzman	Jeff Jazgar	Procurement
Maniyan Pyawasay	Jasmine Neosh	Kenneth Johnson
Carey Wayka	John Wilhelmi	
	Lending and Tribal Taxes	
	Eva Johnson	
	Doris LaTender	
	Mike Wescott	

External Partner

Keshena Primary School & Kaehkenawapataeq

Nell Strebel

Menikanaehken

Guy Reiter

Menominee Indian Middle School

Mary Juckem

Menominee Indian High School

Kate Mikle

Menominee Indian School District

Wendell Waukau

Menominee County Sheriff's Office

Rebecca Smith

Menominee Tribal Clinic

Jerry Waukau

David Waupoose

Menominee Tribal Courts

Cori Altmann

Devin Askenette

Teanna Davis

Jean Grignon

Bridget Long

Louise Madosh

Mercedes Martin

Tricia Murphy

Ramon Peters

Reynell Tucker

Dawn Turney

Gregory Waukechon

Menominee County

Jeremy Johnson

Nick Uttecht

Menominee Tribal Enterprises

Shane Dixon, Sr.

Ron Waukau

UW Extension

Jennifer Gauthier

Wolf River Development

Crystal Chevalier

Center for Innovative Change

Mitzie Klozotsky

Edward Krueger

Beckie Murdock

College of Menominee Nation

Miranda Gollnow

Brian Kowalkowski

J.Pfarr Consulting

Jodi Pfarr



POLICY TEMPLATE - APPENDIX A

(Include the word Policy in the title)

This form shall be used for the adoption, revision, or withdrawal of all “Tribal-wide” policies at the Menominee Indian Tribe of Wisconsin. Any policy developed or revised in any format (print or online) that is inconsistent with this format is not an official tribal policy.

1. To begin the policy development and adoption process, the Director is to replace the *italicized* text with proposed policy information. This form along with a Policy Action Form (Appendix “B”) must then be submitted to the supervisor.
 2. For additional guidance on drafting Tribal Policy, see the Policy Development Checklist and the Guidelines for Drafting Tribal Policy.
-

Check the appropriate classification

<input checked="" type="checkbox"/> Policy Adoption	<input type="checkbox"/> Policy Revision	<input type="checkbox"/> Policy Withdrawal	<input type="checkbox"/> Emergency Policy
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STRATEGIC PLANNING POLICY

Policy #: ADM.2022-02.v.1

Administrative Committee

Submitted: 05/16/22

- I. [Policy Statement](#)
- II. [Purpose of Policy](#)
- III. [Applicability](#)
- IV. [Definitions](#)
- V. [Policy Procedure](#)
- VI. [Enforcement](#)
- VII. [Policy Management](#)
- VIII. [Exclusions](#)
- IX. [Effective Date](#)
- X. [Adoption](#)
- XI. [Appendices, References, and Related Materials](#)
- XII. [Revision History](#)

I. Policy Statement

The Menominee Indian Tribe of Wisconsin will establish an ongoing strategic planning and monitoring process by which it translates its mission, vision and values into actionable and measurable goals, strategies, initiatives, and programs.

II. Purpose of Policy

The Strategic Planning Policy will provide 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.

III. Applicability

This Policy is applicable to all administrators, directors, staff, and individuals affiliated with the Tribe by contract.

IV. Definitions

Definitions are incorporated directly within Section V. Policy Procedure.

V. Policy Procedure

The Strategic Planning Process Framework will incorporate the following components:

1. Mission Statement
2. Vision Statement
3. Values Statement
4. Long term vision statement
5. Community Needs Assessment
6. Environmental factors assessment
7. Critical assumptions about the future
8. Four-year, written, MTL approved Strategic plan that includes:
 - a. Long-term vision statement (time horizon 5-20 years)
 - b. Major initiatives and goals (time horizon 2-3 years)
 - c. Annual plan and goals (time horizon 1 year)
9. Standard format for cascading overall strategic plans and goals into aligned plans for departments)
10. Strategic performance measurement report format
11. Active engagement in the process at all levels of the Tribe.

The Planning Cycle

1. Long-term visioning. At certain times, tribal leaders will determine the need exists to engage in a strategic visioning process with a long time horizon, such as five, ten, or twenty years, in order to make decisions about tribal direction, major capital investments, master facility plans, program commitments, or tribal structure. The resulting long-term vision will create an overarching strategic context for ongoing strategic planning.
2. Rolling multi-year strategic plan. The Tribe will engage in a rolling strategic planning process so the Tribe's strategic initiatives and goals are always as current as possible, reflecting contemporary conditions.
3. Calendar. The Tribe's fiscal and planning year is the fiscal calendar. The strategic plan will drive the financial plan.
4. Four-year plan. Every four years, the Tribe will engage in a comprehensive, data-driven assessment and adoption of a strategic plan. Data gathering may include input from:
 - a. Community needs and asset assessment
 - b. Environmental assessment, including national and local trends in quality and safety, payment systems, competitive market, capital financing; technology, talent supply, policy and regulation, etc.
 - c. Tribal leaders, Administrative Committee, and Department Directors
 - d. Community and industry leaders as well as other stakeholders

5. Two-year plan. *At the midpoint of the four year plan, the Tribe will engage in a more limited, baseline data gathering process to include the update of community needs, environmental assessment, and strategic plan progress. Based on the input, the strategic plan may be revised to make adjustments as necessary to major initiatives and goals.*
6. Annual plan. *Every year, the Tribe will adopt annual performance goals and make adjustments to the plan based on changing conditions. The annual planning cycle will be:*
 - a. *Data-gathering: March-June*
 - b. *MTL/leadership strategy retreat-June*
 - c. *MTL approval of Strategic Plan Update-September*
 - d. *Annual budgeting process begins-May*
 - e. *MTL approval of annual budget-September*
7. Continuous monitoring. *The Administrative Committee and Directors will continuously monitor changes in the critical assumptions underpinning the strategic plan as well as the Tribe's actual performance in achieving its strategic goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.*
8. Integrated planning. *The strategic plan is an overarching document that should drive related organizational plans for such areas as quality improvement, community needs improvement, alignment, capital financing, information systems, facilities planning, training and development, and human resources.*
9. Alignment. *There will be one mission and vision statement and one set of core values. Strategic plans for departments will be aligned with and supportive of the tribal wide mission, vision, value, strategic plan. Financial plans (including annual budget and long term capital plans) will be tied directly to the strategic plan. The Administrative Committee and Directors will be held accountable for the goals in their department strategic plans.*
10. Communication. *Directors will be responsible for communicating the strategic plan to stakeholders and ensuring the goals of the plan are achieved.*

VI. Enforcement

Failure to actively participate in the Tribe's strategic planning efforts may constitute a violation of the MITW Personnel Policy and Procedure Manual.

VII. Policy Management

Upon adoption, the Administrative Committee depends on Tribal Administration for the management of this Policy. Tribal Administration shall be the responsible Department in charge of maintaining this Policy document, disseminating this Policy, and posting this Policy within the Tribal Intranet.

VIII. Exclusions

Not Applicable

IX. Effective Date

This policy will be in full-force and effect upon approval by the Governmental Affairs Committee.

X. Adoption

The date of adoption will be by an approved motion passed by the Menominee Tribal Legislature.

XI. Appendices, References, and Related Materials

See attached: Roles of the Menominee Tribal Legislature and the Administrative Committee.

XII. Revision History

Not applicable.

Roles of the Menominee Tribal Legislature

The Menominee Tribal Legislature will play an active role in the strategic planning process with consideration of management responsibilities. The Legislature will:

1. Adopt a policy committing the Tribal organization to a mission-driven strategic planning process that includes broad inclusion of organizational leadership to create and carry out the plan.
2. Adopt a compelling long-term vision statement for the tribal organization.
3. Formally approve multi-year and annual strategic plans.
4. Adopt an annual plan for the Legislature and Committee work that focuses on the strategic priorities of the tribal organization.
5. Focus on the critical strategy issues facing the Tribe and avoid routine operational matters.
6. Monitor progress toward achieving strategic goals and require corrective action and adjustments as necessary to changing conditions.
7. Participate in at least an annual strategic planning and educational retreat.
8. Avail itself of education and information to stay abreast of community and environmental trends.
9. Raise questions and contribute expertise.
10. Bring insights from and help communicate the plan to key stakeholders.
11. Support the strategic plan and the staff.

Role of the Administrative Committee

1. Engage the Legislature to fully utilize its experience, expertise, and knowledge of community and stakeholder needs.
2. Bring objective analysis and recommendations to the Legislature for deliberation and decision-making.
3. Structure presentations to the Legislature on strategic topics to allow sufficient time for questions and legislative feedback/guidance.
4. Plan at least an annual Legislature/Leadership Retreat.
5. Provide education on community needs and trends, opportunities, and challenges.
6. Review progress on implementation of the strategic plan regularly. Provide the Legislature with a concise, dashboard-style report Strategic Performance Measurement Report showing progress toward the key goals and measures in the strategic plan.

MENOMINEE INDIAN TRIBE OF WISCONSIN



Communication & Outreach Plan

Updated: August 31, 2022

Overview

This Communication & Outreach Plan is a living, breathing document which sets the goals, objectives, and key communication messaging for the Menominee Indian Tribe of Wisconsin.

The plan takes a collaborative and unified communication approach, developing key messaging, identifying and prioritizing communication needs as well identifying stakeholder groups, while determining and implementing best practice strategies for message delivery and measurement.

As a living, breathing document, it is vital that the plan is reviewed and updated at least annually.

Mission

To be the best source of information about Tribal government by creating and sharing effective messages and compelling stories that foster positive community engagement and connection with stakeholders.

Vision

Our vision is to be an innovative leader in Tribal outreach that connects our stakeholders utilizing an intense news, social media, and marketing focus.

Values

This Communication Plan is based on the following values which guide the overall development and implementation:

- We believe in an open Tribal government for Tribal members and employees.
- We believe in being the best source of information about Tribal government.
- We believe in a proactive, coordinated, and timely approach to disseminating information.
- We believe in the development of a unified message that effectively supports and reflects the goals of the Tribe.
- We believe in a unified communication system that supports open, inclusive government and provides all Tribal employees with the training necessary to effectively and accurately communicate each department's programs and services.
- We believe in promoting positive relationships and partnerships between the Tribe and its community, State government, residents, businesses, community organizations, and schools.
- We believe in the successful future of the Tribe for its members, customers and partners.

Communication & Outreach Plan: Communication Teams

Communications Dept. Reorganization

As a way to ensure success of this comprehensive communication and outreach effort, MITW's News Department will be expanded and reorganized into a Communication Department to maximize the expertise of those needed to effectively and efficiently communicate with our stakeholders.

Current Menominee Nation News (MNN) Editor, Devan Erdman, will serve as Director of the new Communications Department, reporting to Tribal Administration.

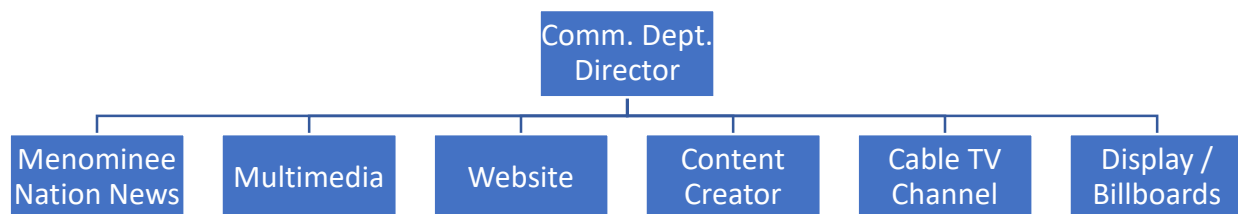
The new Communications Dept. will include:

- MNN staff
- Multimedia group
- Website
- Content creator
- Cable TV Channel coordinator
- Public display/community billboard staff member

This team will lead, strategically shape and implement communications efforts, ensuring consistent brand, messaging and measurement.

The reorganization will take place over a six-month period beginning in January 2023 as the new Communications Plan is implemented. A specific timeline will be developed by the Core Communications Team.

Communications Dept. Organization Chart



Core Communications Team

Leading and driving the reorganization effort will be a Core Communications Team, comprised of the following:

- AnnMarie Johnson, Tribal Administrator
- Devan Erdmann, MNN Director/Editor
- Annette Westphal, Assistant Tribal Administrator
- Patricia Peters, Assistant Tribal Administrator
- Diana Taubel, Executive Director, Chairman's Office
- Randal Chevalier, Intergovernmental Affairs Manager

As needed:

- Susan Finco, Leonard & Finco Public Relations, Inc.
- Scott Stein, Leonard & Finco Public Relations, Inc.

Cross-functional Communications Team

During and following the reorganization, a Cross-functional Communications Team will be established to ensure a continuous flow of information, collaboration and communication among various departments, entities and organizations. They should meet at least quarterly to share information and communication initiatives within their own entities while discussing how to collaboratively communicate items of interest to the broader range of stakeholders.

The main members of the cross-functional team will include:

- Communications Dept. (Chair of Team)
- Intergovernmental Affairs Manager
- Chairman's Office
 - Executive Director
 - MTL executive team (as needed)
- Internal Tribal Departments
 - Tribal Administration
 - Tribal Finance
 - Legal
- Emergency Services
- Tribal police
- Emergency Management Services
- Conservation

Periodically attending (as needed/desired)

- Tribal School
- MTE
- CMN
- Menominee County government leaders

Auditing Existing Communication Methods

It's advisable for the new Communications Department to briefly survey MITW departments and Tribal entities to determine how they currently communicate with their target audiences. It will help determine who uses social media platforms, identify those platforms,, and learn if they also use newsletters/e-newsletters, etc. to communicate with their audiences.

Once this information is known, a strategy can be developed to better communicate and collaborate across channels. It can also help identify which platforms and communication vehicles need to be included as part of the new MITW App.

Going forward, the Communication Department can develop guidelines for entities/departments that wish to start their own social media channels or newsletters/e-newsletters. This will help manage messaging so that it is more consistent across Tribal entities.

Stakeholder Identification

The focus of the Communications Department will be to develop and implement effective and efficient communication with stakeholders. Stakeholders are identified below. It should be noted that stakeholder groups may fluctuate depending on the situation or what needs to be communicated. However, in general, the groups are as follows:

Key Internal Stakeholders

- Directors
- Employees
- Tribal Legislature

Key External Stakeholders

- Tribal members (enrolled and descendants) and families
- Community members
- Other entities on reservation (Menominee Tribal Enterprises – MTE, College of Menominee Nation – CMN, Menominee Indian School District – MISD, Menominee Casino Resort, Menominee County)
- Grassroots groups (examples: Boots on the Ground Grandmas, Missing & Endangered Women)

Secondary External Stakeholders

- Other governmental elected officials (County, State, Federal)
- Other Tribes (especially other Wisconsin Tribes)
- Government entities (Bureau of Indian Affairs – BIA, Indian Health Services, U.S. Environmental Protection Agency – EPA, Federal Emergency Management Administration – FEMA, U.S. Department of Labor, U.S. Department of Justice)
- Local small businesses
- Partner organizations

- Midwest Alliance of Sovereign Tribes (MAST), National Congress of American Indians (NCAI)
- Health organizations
- Vendors
- General public
- News media

The Communication & Outreach Plan

Purpose

The purpose of the Communication and Outreach Plan is to:

- Ensure meaningful and impactful information is shared with Tribal stakeholder groups on a regular basis
- Maintain and share the Tribe's brand and messaging with the various stakeholder groups
- Encourage collaboration among teams and connect employees to the MITW brand
- Provide guidance for the Tribe's website, earned media and social media activities
- Handle media relations, including news releases, interviews, panel discussions and more
- Monitor Tribal marketing teams to note mentions of their services and respond to misinformation
- Play a role in highlighting the Tribe's social responsibility
- Manage crisis communication when the need arises

Communication & Outreach Goals

Advance the brand and reputation of the Menominee Indian Tribe of Wisconsin. At the heart of the Communications Team's strategy is building the brand and reputation of MITW.

Establishing this goal is central to all outreach efforts

Improve engagement with Tribal members and their families. Increased communication and engagement are keys to maintaining a connection between Tribal activities and initiatives. The success of Tribal member engagement impacts all departments and the Tribal Government.

- Encourage wider Tribal member advocacy. It is also important to inspire wider advocacy and support among Tribal members. People are more likely to listen and respond to the testimony of people over brands. That is why it's important to encourage, and inspire, the MITW team to share Tribal news, success stories and more. Members are far more likely to support Tribal initiatives and projects if they understand and support the brand.
- Encourage Tribal member sense of pride and belonging. Most Tribal members would say they are proud to be Menominee. Successful communication and outreach will reinforce that sense of pride and belonging.

Improve engagement with MITW employees. Engaged employees are motivated and are more likely to perform at their very best when they feel connected to the organization and understand/support our brand and messaging. Engaged employees are also more likely to share the Tribe's positive news and success stories.

- Encourage wider employee advocacy. It is also important to inspire wider employee advocacy. People are more likely to listen and respond to the testimony of people over brands. It's important to encourage, and inspire, the MITW team to share Tribal news, success stories and more.

Increase traffic and leads for the Tribe. The Tribal outreach efforts should have a positive impact on the ability of the Tribe to attract leads, spur traffic (literally and figuratively) and build interest in our brand, products and services.

Improve crisis communications. With the rapid and wide impact of social media on today's communications, it is imperative to have a comprehensive, up-to-date communications plan, along with a companion crisis communication plan, that can be implemented during a crisis. The ability to respond in a timely fashion is more important than ever.

Overarching Messaging

- The Menominee Tribe of Wisconsin, with more than 8,700 members, is made up of **strong and resilient people**. We have a **long and proud history, embracing our culture and language, honoring our past** and striving to pave the way for, and make things better, for **future generations**.
- Our reservation is **home to some of the most beautiful lands on Earth**. MITW has a deep and abiding connection to, and respect for, our lands. We cherish its natural resources and consider ourselves fortunate to be protectors of the Earth.
- MITW provides a **vast array of programs and services** to help Tribal members, their families and our employees live and succeed.
- While less than half of Tribal members live on the Reservation, MITW's hope and goal is to **transform the Reservation and Menominee County** into a place where Tribal members will return for jobs, economic, educational, housing, cultural and other opportunities.

Specific Information to Communicate

In addition to sharing and reinforcing messaging relating to MITW's brand, mission and goals, it will be essential to provide information stakeholders want to receive from MITW, in ways that will reach the stakeholders. To help determine what that is, MITW conducted a communications survey in July of 2022, which resulted in more than 1,200 responses.

Encouragingly, the vast majority of respondents said they believe MITW is doing a good or very good job of communicating with them, but they also weighed in on what MITW communications efforts could do better, as well as what and how to communicate with them. The following results will provide areas of focus for the communication and outreach effort:

What topics are most important to you?

The top five answers (in order) were:

- Educational programs
- Assistance with services
- Community funding
- Food programs
- Construction programs

What type of information do you want to receive from the Tribe?

The top five answers (in order) were:

- Community events
- Emergency notices
- Calendar of events/activities
- CMN news
- Change of address forms

How do you currently find out about Tribal news and information?

The top five answers (in order) were:

- Social media
- Friends/neighbors
- Family
- Menominee Nation News
- Electronic community message boards

Q4: If you use social media platforms to find out about Tribal news and information, which social media platforms do you use? The top five answers (in order) were:

- Facebook
- Twitter
- Instagram
- Menominee Tribe website
- Snapchat

Q5: How would you like to receive Tribal news and information?

The top five answers (in order) were:

- Email
- Electronic/email/newsletter
- Menominee Nation News
- Mail
- Social media

Q6: If you would like to receive Tribal news and information through social media, which platforms do you prefer to use?

The top five answers (in order) were:

- Facebook
- Twitter
- Instagram
- Menominee Tribe website
- Snapchat

Q7: How often do you want to receive information?

The top three answers (in order) were:

- Weekly
- Daily
- Twice a month

Communications Strategy

All Tribal communications will be:

- Open – providing transparency for all target audiences.
- Responsive – putting individuals before processes or rules and responding quickly to change.
- Progressive – embracing change and looking for ways to innovate.
- Accessible – making information easy to find.
- Respectful – in the way we communicate with one another even when there may be differences.

All messaging will follow the seven C's of communication:

- Clarity – messages should be simple, clear and understandable.
- Concise – use the fewest possible words to convey the message.
- Correct – information and statistics should be accurate with correct spelling, grammar and language.
- Complete – all necessary information should be included.
- Consideration – consider the different audiences and tailor messages as necessary.
- Concrete – use specific language, don't be vague.
- Courtesy – think about the audience, their viewpoint and be respectful.

Planning tactics and action steps

- A communications matrix will be used and regularly updated to spell out specific tactics and frequency of outreach (*see sample on page 13*).
- A yearly planning / outreach calendar will be created and updated regularly to track events, activities and meetings that may be topics for community outreach. This will be developed with the assistance of the cross-functional communication team.

Communications tools to reach targeted audiences:

- **Menominee Nation News.** MNN is published twice monthly and is the leading provider of information for Tribal membership.
- **MITW app.** The newly-developed MITW app will make important Tribal information available on mobile devices with the added option of as-it-happens updates.

- **Social media.** Social media can provide up-to-date information, including visuals, to Tribal members and others in a timely manner. A monthly Content Calendar (*see sample on page 14*) ensures a consistent approach to social media posts.
- **Website.** Websites are often the first place that people look for information. It's essential to utilize the Tribe's external and internal websites to communicate to Tribal members and the general public.
- **Electronic message boards.** These boards offer a quick way to get messages out fast to stakeholders, as well as reinforce messages, events and activities shared in other ways.
- **Cable TV Channel.** The MITW Cable TV Channel can be utilized to share video recordings of MITW meetings/events as well as special programming, community announcements and other information.
- **Earned media.** Outreach to news media outlets is important to reach audiences beyond Tribal members to share success stories and important information about Tribal developments.
- **E-newsletter / email blasts.** May be used for regular updates and to quickly provide information to a targeted audience.
- **Direct mail.** Direct mail is an important option for providing detailed information to specific, targeted audiences.
- **Tribal/Community events.** Having a booth, handouts or giveaway items at key community events and activities are good ways to reach targeted stakeholders.
- **Presentations.** Develop a presentation that encompasses the communication and outreach effort and asks for feedback. Then "take the show on the road" to key community groups.

Communicating Department News

- Regularly-held Directors Meetings should include a designated communications person who can gather newsworthy information to be used in a timely manner.
- Each Tribal department will select a "Navigator" whose role is to:
 - Assist stakeholders in accessing information they need from that department (eliminating barriers).
 - Share information with the Communications Team.

- Each department Navigator will provide that department's monthly report to the Communications Team with items/information that should be disseminated to stakeholder groups.

- Ongoing communication with various departments is essential to be sure news items are addressed.
- It is also essential to be sure any outreach as a result of those communications are coordinated to get the desired results.

- Key departments within MITW include:

Administration	Gaming
Chairman's Office	Housing
Community Development	Human Services
Conservation	Language & Culture
Education	Transit Services
Elections	Tribal Police
Emergency Management	Tribal School
Environmental Services	Tribal Utilities
Family Services	Youth Services

Measurement / Analytics

The following are recommended measurement and analytic tools. Additional measurements/tools may be added as deemed appropriate.

Stakeholder surveys will be conducted annually and benchmarked against the initial survey conducted in July 2022. Survey results will be reviewed to help guide and adjust communication outreach efforts.

- The survey will go to Tribal members, family members, and employees; including those who live on and off reservation. While this will be an online survey, print copies should be made available to those without online access. Copies can be placed at MITW buildings and facilities, making sure surveys are accessible to seniors and those with disabilities.
- The survey will be promoted through MNN, all group emails, MISD, Casino, MTE, CMN, news releases, social media (Facebook), posters and other avenues as appropriate.

- Questions to be asked (should be adjusted to reflect current situation):

What type of information do they want from the Tribe?

Programs	Community Events
Services	Government Meetings
News	Meeting Notices and Minutes

Actions/Motions
Contact Information
Job openings. Calendar
Change of Address Forms (for enrollment)

Licenses and Permits
Emergency Notices (flooding, fire danger, health, COVID-19)
Other

What topics are most important to them?

Government
New Programs
Construction Projects
New Initiatives (business and other)
Community Funding
Assistance with Services

Youth Programs and Work
Health Programs
Food Programs
Complaint Procedures/Protocols
Referrals
Other

How do they receive Tribal information now?

MNN
Tribal App
Website
Social Media

Friends/Neighbors
Electronic Community Boards
Government Meeting Minutes
Other

How would they like to get Tribal information?

MNN
Website
Newsletter
E-newsletter
Email

Text
MITW App
Via Mail
Social Media
Daily Video Message

How often do they want to be communicated with?

Daily
Weekly

Twice per Month
Monthly

Demographic info

Tribal member
Family of Tribal Member
Live on reservation

Employee
Age range

Social media analytics will be compiled on a quarterly basis to measure impact and engagement, serving as a guideline for future social media outreach. Social media measurements will look at:

- Follower growth (realizing this will level out when you reach saturation level)
- Engagement, especially comments, questions and shares
- Reach and impressions
- The busiest times when followers are online
- Hashtag performance
- Sources of traffic

APP analytics should be analyzed initially on a monthly basis, then quarterly, reviewing daily and monthly use of the App, most visited pages, time spent and other measurements. **(Check with Isiah to determine what analytics are available.)**

Website traffic analytics should be analyzed quarterly to determine driving forces (link throughs from other MITW sources such as social media and/or QR codes), most visited pages, length of stay on website and identifying trends. This information will be used to refine communication tactics and update the website.

Earned media analytics will include number of story placements (social, online, traditional trade), tone of coverage (positive, negative, neutral) and A.V.E (Advertising Value Equivalency is what you would have paid for the same earned media coverage). Earned media analytics will be conducted every six months to evaluate and help guide future earned media communications and outreach.

Participation levels will be reviewed and analyzed for key events, activities and meetings that are deemed crucial to communication efforts. Increased participation is an indicator of communication and outreach success.

Appendix A



**Menominee Indian Tribe of Wisconsin
Sample Communication Matrix**

Updated: August 4, 2022

Item	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May
MITW App Updates with new info												
MNN stories (relating to comm. focus areas)												
Social media (2-3 posts/week)												
Website review and updates												
Electronic message board updates												
News release / pitch to local news media												
Email blasts (as needed)												
Direct mail updates (as needed)												
Key Tribal/comm. Events												
Presentations												

Appendix B



Menominee Indian Tribe of Wisconsin

Sample Social Media Content Calendar

1-2 per week:

Events
Language & culture

1-3 per week (rotate):

Educational program info
Service info
Community funding info
Food program info
Community
Share MNN story

1-2 times per month:

Change of address forms
Enrollment info
Government info/actions

As it happens:

Emergency notices
CMN news

Date	Facebook Post	Tweet (280 character limit)	LinkedIn	Visual
Tues., May 3	<p>On National Teachers Day, the Menominee Tribe sends a special salute to all our teachers. From Daycare, Head Start and Tribal School to our MISD, Language programs and College, our teachers have taught and guided our Nation’s children and we owe them a debt of gratitude.</p> <p>As a way to celebrate our teachers, please comment with the names and/or photos of your favorite teacher(s)?</p>	<p>On National Teachers Day, the Menominee Tribe sends a special thank you to all our teachers who have taught and guided our Nation’s children. We owe them a debt of gratitude.</p> <p>#HappyTeachersDay #MITW</p>	<p>On National Teachers Day, the Menominee Tribe sends a special thank you to all our teachers who have taught and guided our Nation’s children. We owe them a debt of gratitude.</p>	
Sat., May 28	<p>A reminder from the Menominee County Sheriff’s Office about the Memorial Day parade.</p>	<p>A reminder from the Menominee County Sheriff’s Office about the Memorial Day parade.</p> <p>#MemorialDayParade</p>	<p>A reminder from the Menominee County Sheriff’s Office about the Memorial Day parade.</p>	

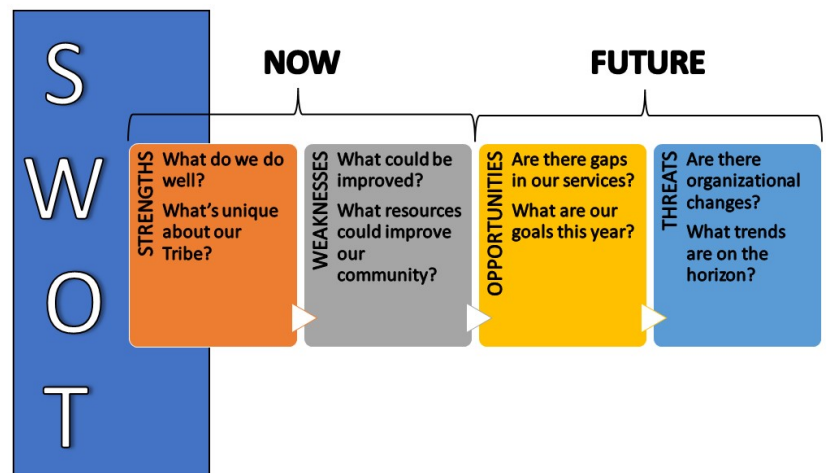
Date	Facebook Post	Tweet (280 character limit)	LinkedIn	Visual
Mon. May 30	Memorial Day (post honoring Tribal members who died while in service to the country)			
Tues., May 31	Summer begins Spotlight on MITW summer program, event or activity		Link to website info	
Wed., June 1	Food pantry info			
Thurs. June 2	Tribal Council initiative or action			
Fri., June 3	Veterans' services			
Sat., June 4	Permits needed for summer projects			

Appendix F: Planning Meeting Evaluation Reports

The Strategic Planning Process 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. To complete the 2023 strategic plan, a series of retreats, training sessions, workgroup meetings, and community meetings provided opportunities to view the process from many perspectives. The following information outlines key activities that helped bring the plan to completion.

In March, a Director's Retreat was held in which there were 47 attendees. Information was shared on the Strategic Planning Process, the Tribe's strategic planning history, and an overview of each visionary area with goals and objectives that were completed. The results of the 2005-2023 Comparative Data Community Survey were presented and workgroups were reestablished and scheduled. The retreat was facilitated by J. Pfarr Consulting and the Center for Innovative Change, LLC.

At this retreat, the Social visionary area was determined to encompass all of the other visionary areas and reflected the need for collaboration amongst the tribal departments. This was demonstrated by the successful completion of many of the goals and objectives created in the 2007 strategic plan. The goal of the retreat was to complete a SWOT analysis for each of the visionary areas. The SWOT analysis focused on the following:



In April, training sessions provided an c outline of the next steps needed to complete the 2023 strategic plan. From April through June, workgroups met to review each visionary area to frame goals and objectives based on the SWOT analysis and the 2005-2023 comparative data report. Workgroup sessions were facilitated by Brenda L. Tomow, Tribal Planner, and staff from the Center for Innovative Change, LLC.

Concurrent with the workgroup meetings, planning began for the Menominee Tribal Legislature (MTL) Retreat, which was scheduled for early June. During the MTL Retreat, participants revisited the Mission, Vision, and Values, reviewed the SWOT analysis that was created by the Directors, and reviewed the initial goals and objectives created by the visionary area workgroups. The retreat was facilitated by J. Pfarr Consulting and the Center for Innovative Change, LLC.

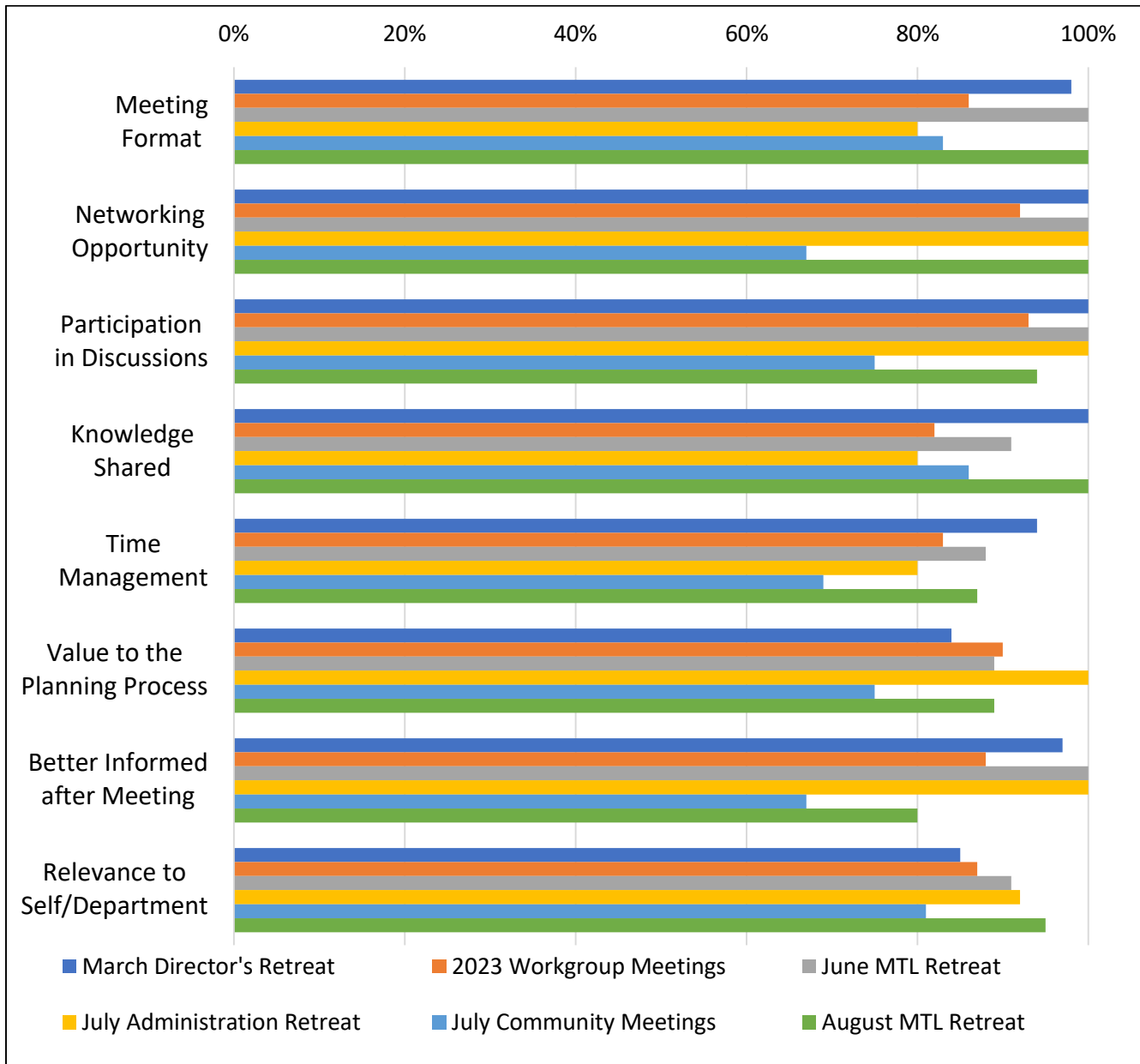
In July the Administration Department and the Administrative Committee met to gather feedback on the goals and objectives and to focus on the completion of the plan, as well as discuss plans for implementation of the plan once completed. The participants looked at the objectives to ensure the objectives would lead to the completion of the identified goals. This retreat was facilitated by the Center for Innovative Change, LLC.

In late July, three community meetings provided an overview of the 2007 successes, the community needs assessment results, and the development of the goals and objectives for the 2023 strategic plan. Brenda L. Tomow facilitated the community meetings.

In August a second retreat for the MTL provided a dedicated time for the MTL and the Administrative

Committee to work with the Administration Department. Participants reviewed the near-final goals and objectives and look more closely at the next steps needed to move the plan forward for approval by the MTL. During this retreat, Administration Department staff worked on defining the logic model and department assignments for each visionary area. MTL participants developed their goals and objectives in support of the strategic plan and reviewed the plan’s objectives that may require legislative action for completion. The retreat was facilitated by J. Pfarr Consulting and the Center for Innovative Change, LLC.

Online mini-surveys provided opportunities for feedback from event participants and community members throughout the planning process. The meeting notes and evaluation reports were completed for each event that was scheduled related to the strategic planning process. Collectively, 96 event participants completed evaluation forms. The responses are summarized as follows:



Comprehensive meeting notes and full evaluation reports are posted on the MITW website under Government-Initiatives-Strategic Planning. By posting these documents and mini-surveys, community members are provided with ongoing updates and opportunities to participate in the planning process. Documents are also available on the Menominee App.