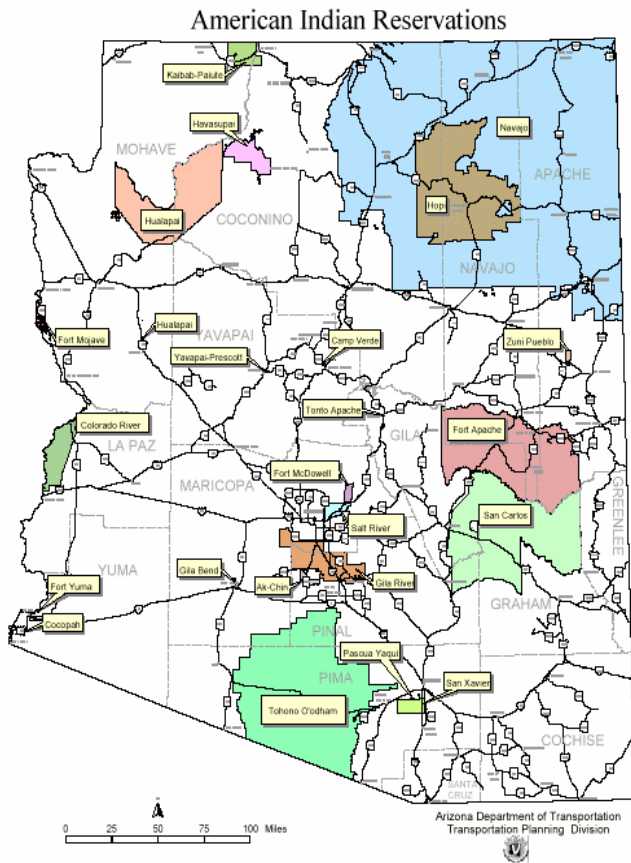


ARIZONA TRIBAL PUBLIC HEALTH EMERGENCY PREPAREDNESS PROGRAMS

Tribal Strategic Plan Revised for Fiscal Years 2014 – 2017

Prepared by: AzTEC/PHEP
Coordinators
December 4, 2014

Developed By: Arizona Tribal Public Health Preparedness Coordinators



Northern Region:

Navajo.



Havasupai Tribe



Kaibab-Paiute Tribe



San Juan Southern Paiute Tribe



Yavapai-Apache Camp Verde



Hopi Tribe



Western Region:

Colorado River Indian Tribe



Fort Mojave Indian Tribe



Hualapai Tribe



Yavapai Tribe Prescott



Central Region:

Ak-Chin Tribe Ft. McDowell- Yavapai Gila River Indian Community Salt River Indian Community San Carlos Apache



Tonto Apache Tribe



White Mountain Tribe



South Region: Tohono O'odham



Pascua Yaqui



Cocopah



Quechan



TRIBAL CONSULTATION and PLANNING for this DOCUMENT

The Arizona Tribal Public Health Emergency Preparedness (PHEP) Coordinators in coordination with consultative policy from the Centers for Disease Control and Prevention (CDC) and the Arizona Department of Health Services (ADHS), and through joint tribal leadership of the Arizona Tribal Executive Committee (AzTEC) has developed this Strategic Plan in 2010 and has improved this document in 2014 to current best PHEP practices. This is a living document to address our people's needs by preparing for and responding to bioterrorism, disease outbreaks of infectious diseases, and other public health threats and emergencies.

The Strategic Plan is aligned to the Budget Period for fiscal years 2014 through 2017 will serve for Tribal PHEP programs to enhance their respective programs through common goals and long-term expected outcomes to address tribal issues and improve the health of tribal people on their lands. Priority projects identified are designed to address gaps and remediate problems by focusing on activities, effort, and resources to strengthen areas in need of improvement.

The Arizona Tribal Executive Committee in their 2014 Annual Meeting in October and December 2014 and in consultation with ADHS reviewed, recommended, changed and updated the 2010 Strategic Plan to the planning budget periods for the 2014 to 2017 of the Cooperative Agreement.

The Arizona Tribal Executive Committee implements this strategic planning process that clearly defines goals and objectives by assessing both internal and external situations to formulate strategy. Implementation of the Strategic Plan encompasses proper evaluation of the progress through key performance indicators with the expectation to make adjustment to remain on track. Where appropriate, supporting evidence through research and existing programs are cited to sustain stated goals and strategies.



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AzTEC and Tribal PHEP Coordinators Strategic Planning Committee

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Executive Summary

Strategic Plan 2010 Purpose. In 2010, the Arizona Tribal Collaborative Team successfully completed an approved Arizona Tribal Strategic Plan with the purpose to set goals for growth and direction for the Arizona Tribal Public Health Emergency Preparedness programs. The Tribal PHEP strategy is for a meaningful government-to-government consultation with Arizona Department of Health Services (ADHS) in a designed program for Tribal PHEP Coordinators to address tribal public health issues through preparedness, capabilities achieved and response. The Strategic Plan contains a Mission Statement, Vision Statement, core values and guiding principles, and focus areas. Central to the Mission is the establishment of the Arizona Tribal Executive Committee (AzTEC). Purposed is the establishment of the Arizona Tribal Executive Committee with stated Bylaws

2014 Purpose. The purpose of the Strategic Plan for budget periods from 2014 through 2017 is to keep the Arizona Tribal PHEP program abreast to public health threats through consultation between AzTEC and ADHS for allocations, budgets, work plans and deliverables.

AzTEC Review and Update of Strategic Plan. AzTEC in accordance to their Bylaws in October and December 2014 reviewed recommended changes to maintain this Strategic Plan for budget periods from 2014 through 2017. AzTEC, participating Tribal PHEP Coordinators and ADHS in team effort has a Tribal public health emergency preparedness tool and guideline with which to serve the Arizona tribal public health communities.

AzTEC 2010 Bylaw Summary Assessment. The AzTEC group completed an assessment on reaching the goals and objectives and where gaps remain to be address. See Page 6.

Goal and Objectives	Goal Met	Tasks and Action
Goal 1: To foster government-to-government relationships to enhance tribal preparedness.	Partial	Objective Not Met: To achieve direct funding from CDC for individual tribes. Objective Met: Greatly improved government-to-government relationship among agencies.
Goal 2: To create effective community awareness, preparedness, training and education programs for the health of native people.	Partial	Objective Not Met: Funding mechanisms for Navajo and ITCA EPI Centers. All other objectives met.
Goal 3: To establish a process to review and have input into the requirements of the Public Health Emergency Preparedness Cooperative Agreement(s).	YES	Objective Met. AzTEC and ADHS as PHEP planning partners annually meet to address tribal allocations, budgets, work plans and deliverables. All emergency PHEP response programs addressed. I.E. H1N1 program
Goal 4: To enhance the integrated all-hazards whole community approach to public health emergency preparedness.	Partial	Objectives Partially Met: Tribal EOC program are at 30% Objectives Partially Met: Tribal ICS program are at 30%. ABIL Functional Needs program an outstanding program planned, implemented and completed.
Goal 5: Recognition of the Arizona Tribal Executive Committee (AzTEC) as the executive body for Arizona Tribal Public Health Emergency Preparedness Coordinators for serving as a mediation team with ADHS for emergency condition that arise and for annual negotiated budgets, and program planning for the pending budget year.	YES	Objective Met: AzTEC is fully formed and operational with approved Bylaws, officers, and continually meet with ADHS to address Tribal PHEP preparedness and response programs.
Goal 6: To identify alternative funding mechanisms for tribes to participate in Public Health Emergency Preparedness activities to include ADHS contracting program.	NO	Objective Not Met: The plan was to address small tribes not able to fully participate in the tribal PHEP program by seeking alternative funding mechanisms, not identifiable action observed. Continue to work on.

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DOUGLAS A. DUCEY, GOVERNOR
WILL HUMBLE, DIRECTOR

December 29, 2014

TO: Arizona Native American Public Health Emergency Preparedness Stakeholders

RE: Endorsement of Tribal PHEP 2014-17 Strategic Plan

The Arizona Department of Health Services (ADHS) is committed to providing "*Health and Wellness for all Arizonans*" by supporting programs to improve public health and preparing our communities for public health emergencies.

ADHS is committed to continuing our working relationships with Arizona's Native American health care community. As part of this support, ADHS provides funding, training and technical assistance to Arizona tribal nations for behavioral health and public health services, including public health emergency preparedness.

The ADHS Bureau of Public Health Emergency Preparedness (PHEP), through State-Tribal Consultation, supported the development of the Arizona Tribal Public Health Emergency Preparedness Strategic Plan (Plan). This Plan will serve as guidance for Tribal PHEP Programs to enhance their programs by identifying common goals and long-term outcomes to address tribal public health issues and improve the health of tribal people on their lands.

ADHS fully supports the Tribal PHEP Strategic Plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Will Humble".

Will Humble
Director

WH:MA:wms

Health and Wellness for all Arizonans

Mission Statement

The Arizona Tribal Public Health Emergency Preparedness Programs, in coordination with the Centers for Disease Control and Prevention and the Arizona Department of Health Services, serves as the focus for tribal health issues by preparing for and responding to our people's needs through tribal leadership and an integrated all-hazards whole community approach to improve the health of tribal people on their lands.

Vision Statement

It is through listening and learning we can understand what to recommend what is best for the people. As a liaison body we will listen to the drum beat and heartbeat of the people's needs, as well as the latest medical technology to learn what is best for our people.. It is our vision to listen, learn, to understand, to respect, to acknowledge, and only then can we act wisely to create an effective emergency preparedness program for the health of our "People".

Core Values and Guiding Principles

The Tribal Public Health Preparedness Programs are committed to serving the needs of our people through a set core values and through the following guiding principles:

- Respect for our sovereignty, people and land by engaging in activities that support and engage the following:
 - Health Promotion and Prevention
 - Community Preparedness, Response and Mitigation
 - Infectious Disease Surveillance and Disease Containment
 - Workforce Development through competency and capability-based education, training and exercises
 - Coalition partnerships with federal, state and local entities
 - All-Hazards, Whole Community approach to Public Health Emergency Preparedness and Response (NIMS, NRF, HSEEP, etc.)
 - Evaluation and Performance Measures
 - Tribal Consultation and Cooperation
 - Executive Order 2006-14 (Appendix A)
 - Arizona Department of Health Services, Tribal Consultation Policy (Appendix B)
 - The Presidential Memorandum on Tribal Consultation (Appendix C)
 - Executive Order 13175 Consultation and coordination with Indian Tribal Governments (Appendix D)
 - Regulatory and Compliance System

REVIEW and SIGNATURE SHEET

2014 to 2017 Revised Tribal Strategic Plan

The AzTEC and Tribal PHEP Coordinators at the Annual AzTEC Meeting on October 22, 2014 and December 04, 2014 met for the purpose of review of the 2010 Tribal Strategic Plan and to update the plan to the Cooperative Agreement Budget Years from 2014 to 2017 in accordance with the Bylaws.

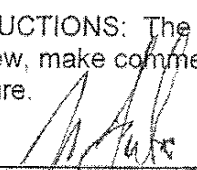
2010 Tribal Strategic Plan a Living Document. AzTEC and Tribal PHEP Coordinators in partnership with ADHS reviewed the 2010 Tribal Strategic Plan with the purpose of revising this document to the remaining 2014 to 2017 Cooperative Agreement budget years.

2014 Document Inclusions. Introduction Administrative pages are edited to the 2014/2017 Budget Years. 2010 Administrative pages and appendixes remain as part of the "living document" for the 2014/2017 Tribal Strategic Plan.

REVIEW and SIGNATURE SHEET for: The 2014/2017 Tribal Strategic Plan

THIS POLICY HAS BEEN REVISED AS OF: December 04, 2014

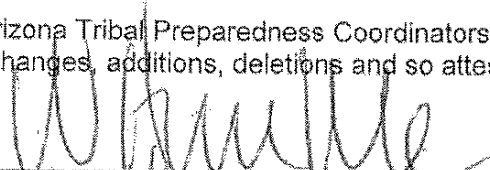
INSTRUCTIONS: The AzTEC Committee of the Arizona Tribal Preparedness Coordinators are to review, make comments, recommendations for changes, additions, deletions and so attest by signature.



For the AzTEC Committee

Date

2/6/2015



For Arizona Dept of Health Services

Date

1/28/15

Instruction:

BI-ANNUAL ACTION: Annually the AzTEC Committee is to review for improvement and document action taken.

December 04, 2014: Revised the Administrative and Appendixes pages of the 2010 Strategic Plan. The removed pages remain as part of the "living document" as presented in 2010.

Revised: Front Page, Administrative pages, Goal and Objectives 1 through 6

AzTEC 2010 Strategic Plan Evaluation
October 22, 2014

AzTEC Annual Meeting, October 22, 2014

The AzTEC Bylaws mandates the Arizona Tribal Executive Committee (AzTEC) to conduct their Bi-Annual AzTEC Meeting to review and evaluate the Tribal Strategic Plan effectiveness, make changes, and update to the current Cooperative Agreement guidelines.

The AzTEC/Tribal PHEP Coordinator developed and submitted the 2010 Tribal Strategic Plan which was approved on January 15, 2010 with the purpose to set goals for growth and direction for the Arizona Tribal Public Health Emergency Preparedness programs.

The Tribal Strategic Plan was reviewed for effectiveness in January 2012. In accordance with the AzTEC Bylaws, the Revised 2012 Tribal Strategic plan was reviewed for effectiveness in October 22, 2014 and December 04, 2014 during the Annual AzTEC meeting. The following documents the review notes, changes and updates to the Goals and Objectives:

AzTEC 2010 Strategic Plan Evaluation

Goal and Objectives	Goal Met	Evaluation for Effectiveness, Tasks and Action
Goal 1: To foster government-to-government relationships to enhance tribal preparedness.	NO	Objective Not Met: To achieve direct funding from CDC for individual tribes. The original objective proposed was to work towards direct funding from the CDC as awardees and following other agency programs for "Treatment as States" (TAS). AzTEC task team met with the CDC on this subject and found the Cooperative Agreement language did not include TAS status and the Federal CFR would have to be Congressionally change to accomplish this objective. This objective is hereby recommended to be removed by the AzTEC. Objective Met: Greatly improved are government-to-government relationship generated among the State, county, tribal and healthcare entities. The Navajo Nation with ADHS has developed a multi-state PHEP initiative to serve the Navajo Nations multi-state status which is to be continued
Goal 2: To create effective community awareness, preparedness, training and education programs for the health of native people.	Partial	Objective Not Met: Objective 2.4- Funding mechanisms for Navajo and ITCA/EPI Centers not identified. All other objectives met. Supporting Evidence. MWPERLC was contracted to develop the Arizona Tribal Needs planning document, (5) tribe voluntarily accepted and complete the program. Tribal ICS course among PHEP responders to meet emergency operations and threats is partially met.
Goal 3: To establish a process to review and have input into the requirements of the Public Health Emergency Preparedness Cooperative Agreement(s).	YES	Objective Met. AzTEC and ADHS as PHEP planning partners annually meet to address tribal allocations, budgets, work plans and deliverables. All emergency PHEP response programs addressed. i.e. H1N1 response program.

Goal 4: To enhance the integrated all-hazards whole community approach to public health emergency preparedness.	Partial	Objectives Partially Met: Tribal ICS program are at 30%. ABIL Functional Needs program an outstanding program planned, implemented and completed. Objectives Partially Met: Tribal EOC programs are at 30%
Goal 5: Recognition of the Arizona Tribal Executive Committee (AzTEC) as the executive body for Arizona Tribal Public Health Emergency Preparedness Coordinators for serving as a mediation team with ADHS for emergency condition that arise and for annual negotiated budgets, and program planning for the pending budget year.	YES	Objective Met: AzTEC is fully formed and operational with approved Bylaws, officers, and continually meets with ADHS to address Tribal PHEP preparedness and response programs. AzTEC in keeping with the Bylaws met in the Fall of 2012 reviewed the Bylaws and Tribal Strategic Plan with updates, revisions and election of officers.
Goal 6: To identify alternative funding mechanisms for tribes to participate in Public Health Emergency Preparedness activities to include ADHS contracting program.	NO	Objective Not Met: The plan was to address small tribes not able to fully participate in the tribal PHEP program by seeking alternative funding mechanisms, no identifiable action observed. Continue to work on.

Tribal Strategic Plan Summary. In 2010, the Arizona Tribal Collaborative Team successfully completed an approved Arizona Tribal Strategic Plan with AzTEC formed and operational and as a partnership tool by which ADHS and the tribes are to set goals for growth and direction for the Arizona Tribal Public Health Emergency Preparedness programs. The Tribal Strategic Plan and formation of the AzTEC program is programmed to meet the intent of the Cooperative Agreements "Letter of Concurrence" wherein the tribes in the State of Arizona are afforded the opportunity to voluntarily participate in the Awardee PHEP program and the goals and objectives are to enable tribes to develop meaningful PHEP preparedness programs to meet the threat and challenges of health threat to the native people. The Tribal Strategic Plan with the AzTEC component is rated as highly successful by the combined review of the AzTEC and Tribal PHEP Coordinators.

GOALS

Goal 1: To foster government-to-government relationships to enhance tribal preparedness.

Strategy 1: *To improve the relationship with the CDC and through the Arizona Department of Health Services as the awardee, to promote advocacy and support for tribal goals, objectives, and new initiatives.*

Aligned to FEMA Region Concept

Nations (4)	Tribes (15)	Communities (3)
Ft. McDowell-Yavapai Nation Navajo Nation Tohono O’odham Nation Yavapai-Apache Nation, Camp Verde	Cocopah Indian Tribe Colorado River Indian Tribes Fort Mojave Indian Tribe Havasupai Indian Tribe Hopi Tribe Hualapai Tribe Kaibab-Paiute Indian Tribe Pascua Yaqui Indian Tribe Quechan Indian Tribe San Carlos Apache Tribe San Juan Southern Paiute Tonto Apache Payson Tribe White Mountain Apache Tribe Yavapai- Prescott Indian Tribe	Ak-Chin Indian Community Gila River Indian Community Salt River Pima Maricopa Indian Community

Objective 1.1: To continue the Strategic Plan process that facilitates true government-to-government consultation with Arizona Department of Health Services and the Center for Disease Control and neighboring states for an integrated relationship and partnership in the Public Health Emergency Preparedness program.

Objective 1.2: To broaden an inter-tribal government-to-government integrated relationship and partnership among tribes in promotion of the Public Health Emergency Preparedness program.

Objective 1.3: To broaden the multi-jurisdictional government-to-government integrated relationship and partnership among tribes, counties and public health entities in promotion of the Public Health Emergency Preparedness program.

Key Performance Indicators:

- Tribal PHEP programs offer PHEP Coordinator the opportunity to attend national CDC annual and scheduled public health emergency preparedness meetings, meetings sponsored by NACHO, and by tribal public health preparedness groups such as the National Tribal Advisory Committee Biannual Tribal Consultation Session.
- Schedule workshops, continued education, conference calls, establish planning committees for Public Health Emergency Preparedness activities among all participating local jurisdictional partners.
- Evaluate the effectiveness of the PHEP program through semi-annual and annual reporting requirements of the CDC Cooperative Agreement.

Purpose: The purpose in Strategy 1 Statement is *“to improve the government-to-government meaning tribal government to all levels of government including the CDC, ADHS, other tribal and county governments to build the relationship and partnership to promote advocacy and support for tribal goals, objectives, and new initiatives”.*

Supporting Evidence:

The Arizona PHEP program is unique across the national CDC PHEP programs in that Arizona government demands all state departments to have developed the department tribal consultation policy in keeping with the Presidential Executive Orders, including ADHS. ADHS has implemented a strong Tribal PHEP program.

Coalition Partnership. ADHS has implemented the multi-coalition partnership program where the state, counties, tribes and healthcare have scheduled meetings to plan partnership support programs to meet the challenges of diverse cultural population base of peoples and healthcare systems that are threatened by disease outbreak and all public health emergency health threats.

Navajo Nation Multistate PHEP Planning. The Navajo Nation resides in three states and multiple counties with inconsistent PHEP gaps. Through government-to-government dialogue there is an ongoing collaborative effort to implement a Navajo Nation multi-statewide PHEP program.

Goal 2: To create effective community awareness, preparedness, with education and training programs for the native people.

Strategy 2: *To share in the evaluation of existing program planning to identify gaps to improve agency capacity to plan, detect, respond, recover, and mitigate public health emergencies.*

Objective 2.1: To convey to ADHS tribal cultural impacts for the alignment of the tribal PHEP program to the current CDC Preparedness Capabilities.

Objective 2.2: To build community awareness through educational and outreach programs for native members understanding of the PHEP program.

Objective 2.3: Through a coalition program among all PHEP jurisdictional partners, to develop awareness programs for native member's off-reservation.

Objective 2.4: To develop operational capabilities to respond to public health threats by developing tribal use of the Navajo and the Inter Tribal Council of Arizona (ITCA) EPI Center's, which must be supported by additional funding sources and inter-tribal agreements (ITA's).

Objective 2.5: To improve our tribal community's health by surveillance and mitigation programs.

Objective 2.6: To share in the training emergency preparedness personnel through community outreach and awareness programs and through universal independent study courses (ISC) to planned emergency programs.

Key Performance Indicators:

- ADHS evaluates tribal PHEP Coordinator response to capability workplans, noting local tribal impacts are conveyed.
- Plan community involvement in PHEP and emergency preparedness and response activities.
- Develop community preparedness plans that address preparedness, response, recovery, mitigation and community resiliency within tribal cultures. Community preparedness plans include Homeland/FEMA emergency preparedness planning including Essential Support Function – Public Health (ESF-8), ESF8-A Behavioral Health preparedness and THIRAs.
- Resource capacity plans are to include local community resources, jurisdictional partner resources and state mutual aid programs and SNS.
- Percentage of local tribal emergency responders trained in the universal independent study courses (ISC) to planned emergency programs. Healthcare responders are to attain set aside IS courses programmed for health emergency preparedness planning.

Supporting Evidence:

Functional Needs Community Awareness Program. AzTEC and ADHS jointly in the 2013/2014 Fiscal Year sponsored and contracted the Functional Needs Community Awareness Program with Arizona Bridge to Independent Living (ABIL) on a statewide functional needs awareness visitation program, visited seventeen tribes providing function needs information, recommendations by local programs and examples of functional needs in the shelter program. The tribes reported high comments and timeliness of this community awareness program.

Contracted Tribal Liaison Preparedness Coordinator. Purpose. The contracted tribal liaison services are in direct fulfillment of the Arizona Department of Health Services Tribal Consultation Policy which provisionally provides for consistent and ongoing information exchange and mutual understanding which leads to informed decision-making for the Public Health Emergency Preparedness (PHEP) programs between ADHS and all Arizona tribal public health programs. Through scheduled meetings conducted, onsite tribal lands visitation program to assist Tribal PHEP Coordinator to the PHEP tasks of budgets, work plans and deliverables.

Goal 3: To establish a process to review and have input into the requirements of the Public Health Emergency Preparedness Cooperative Agreement(s)

Strategy 3: *To meet with appropriate officials to discuss and review the cooperative agreement requirements, limitations, expectations and explanations of appropriations within a timeframe that allows for efficient planning.*

Objective 3.1: To continue the process that allows Arizona tribes an effective review of allocations, budgets, work plan requirements, and deliverables, and active participation by the AzTEC group and Tribal PHEP Coordinators during the initial planning period of the Cooperative Agreement.

Objective 3.2: For the AzTEC group and Tribal PHEP Coordinators to have representation in state grantee awardee meetings to facilitate transparent communications regarding the Cooperative Agreement requirements.

Supporting Evidence:

- Letter of Concurrence. Described in the Cooperative Agreement, the awardee should provide evidence that a majority, if not all, of American Indian/Alaska Native tribes within the jurisdiction approves or concurs with the approaches and priorities described in this application. Documentation for tribal concurrence will be accomplished by:

Attaching in PERFORMS (<https://sdn.cdc.gov>) a letter of concurrence from the Indian Health Board representing the tribes within the awardees' jurisdiction; or

Attaching individual letters of concurrence from the American Indian/Alaska Native tribes within the jurisdiction, or

Awardees who are unable to gain 100% concurrence, despite good-faith efforts to do so, should attach in PERFORMS a Word document describing the reason for lack of concurrence and steps the state has taken to address them.

The AzTEC group provides a Letter of Concurrence that they have participated approve and concurs with the approach and priorities of the application.

- AzTEC/Tribal PHEP Coordinator Participation. Since the original implementation of the 2010 Tribal Strategic Plan, AzTEC and Tribal PHEP Coordinator have participated each year in the effective review of allocations, budgets, work plan requirements, and deliverables.

Objective 3.3: To continue the vetting process that aligns deliverables and budgets with tribal priorities.

Supporting Evidence:

- Intergovernmental Agreements (IGAs). IGA components mirrors the Cooperative Agreement and is comprised of the following:
 - Front Signature Page. Each tribal legal department and tribal administrators sign and agree to the terms of the IGA.

- *The Uniform Terms and Conditions:* This section is generic to all tribal IGAs with universal contractual language.
- *Special Terms and Conditions:* This allows each tribe to negotiate any special terms that meets specific tribal priorities. It is here that tribes have a vetting process to negotiate those special tribal priorities and budget issues.
- *Scope of Work:* Attached are the current budget year deliverables defining: a) tasks; b) administrative requirements, and c) financial reporting.
- Final page contains the award amount.

Key Performance Indicators:

- Annual consultation with AzTEC group and ADHS on allocations, budgets, work plans and deliverables.
- Budget approved by all parties.

Goal 4: To continue the integrated all-hazards whole community approach to public health emergency preparedness.

Strategy 4: *Adopted are the National Incident Management System (NIMS), the National Response Framework (NFR) and all standardized policies, procedures and trainings to enhance the all-hazards whole community approach to public health emergency preparedness within tribal communities.*

Objective 4.1: For Public Health Preparedness and Public Health Incident Command Tribal Staff to meet a minimum level of NIMS compliance consisting of ICS 100, 200, 300, 400, 700, 800 and 808.

Objective 4.2: Continue national standardized guidance and compliance standards within Tribal Public Health Preparedness and Response Plans, plans, policies, procedures and exercises.

Objective 4.3: To continue All-Hazards Public Health Preparedness Plans for each tribal community.

Objective 4.4: Continue increasing workforce development by attending trainings, conferences and workshops to build and foster tribal knowledge and experience in an all-hazard, integrated whole community approach to Public Health Preparedness and Response.

Objective 4.5: Continue coordination and integration strategy with all local tribal responder and jurisdictional disciplines in the tribal region.

Key Performance indicators:

- Percentage of local tribal emergency responders trained in the universal independent study courses (ISC) to planned emergency programs. Healthcare responders are to attain set aside IS courses programmed for health emergency preparedness planning.
- The tribal all-hazard whole community plan continues to have input on public health preparedness and response from all jurisdictional partners.
- Maintain all resource mutual aid programs to assure a supply of resource needs.
- Percentage of public health workforce participating in Training and Exercise Programs to access readiness and completeness of tribal preparedness and response capability.
- Percentage of tribe with an approved THIRA.
- Percentage of tribal responders in ICS compliance

Supporting Evidence:

- Tribal ICS programs having ICS programs are ongoing
- Tribal EOC programs enumerated
- Tribal Training Officers Program. Tribal PHEP Coordinators have volunteered to participate in the FEMA Tribal Training Officers Program and receiving certification to teach and instruct Independent Courses (IC) for the following IC programs: ICS-100; ICS-200; ICS-300; ICS-400; ICS- 402; ICS 700; ICS-800 and G-191 among Tribal PHEP Coordinators and program participants.

Goal 5: Recognition of the Arizona Tribal Executive Committee (AzTEC) as the executive body for Arizona Tribal Public Health Emergency Preparedness Coordinators for serving as a mediation team with ADHS for emergency condition that arise and for annual negotiated budgets, and program planning for the pending budget year.

Strategy 5: Continue to improve the Arizona Tribal Executive Committee (AzTEC) and the work AzTEC does on behalf of the Association of Tribal Public Health Emergency Preparedness Coordinators as tribal liaison to ADHS.

Objective 5.1: AzTEC is to maintain the Bylaws that provide a business model for internal administrative governance and interaction with Arizona Dept of Health Services PHEP program.

Key Performance Indicators:

- Evidence of maintained Bylaws at the prescribe time periods for AzTEC/PHEP Coordinator review to update to current CDC/ADHS Cooperative Guidelines.
- Evidence of election of AzTEC Officers in leadership role
- Evidence of participation by PHEP Coordinators in decision making between AzTEC and ADHS
- Evidence of AzTEC meetings that describe ADHS recognition of the Arizona Tribal Executive Committee (AzTEC) as the executive body for Arizona Tribal Public Health Emergency Preparedness Coordinators for serving as a mediation team with ADHS for emergency condition that arise and for annual negotiated budgets, and program planning for the pending budget year.

Goal 6: To identify alternative funding mechanisms for tribes to participate in Public Health Emergency Preparedness activities to include ADHS contracting program.

Strategy 6: *To Establish a process or system for identifying funding sources and opportunities for all tribes to participate in the PHEP program.*

Objective 6.1: Utilize the Contracted Tribal Liaison Preparedness Coordinator in working with ADHS to identify alternative funding and contracting mechanisms, sources and procedure for all tribes to participate in the requirements for Tribal Public Health Emergency Preparedness program.

Key Performance Indicators:

- Evidence of coordination and planning by ADHS and Contracted Tribal Liaison Preparedness Coordinator in identifying alternative participation programs for all tribes to share in the Tribal Public Health Emergency Preparedness program.