

Tanana
Chiefs
Conference

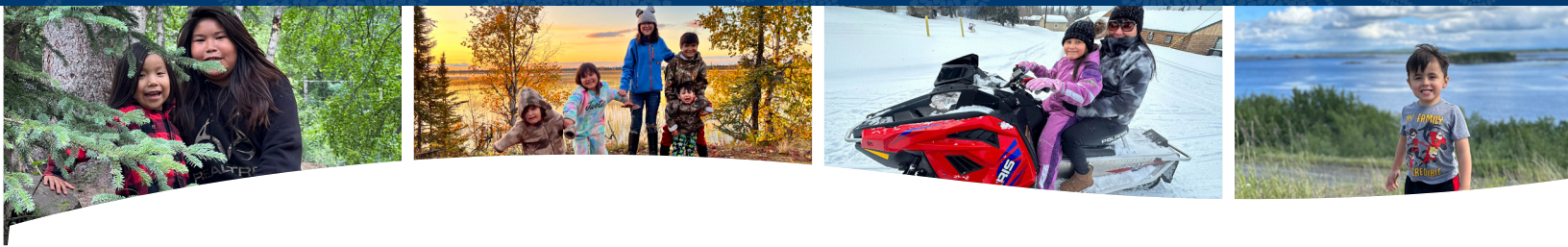
STRATEGIC PLAN

2024-2029

Dena' Nena' Henash
(Our Land Speaks)







Dear Tribal Members and Beneficiaries,

I am pleased to share the new draft of the 2024-2029 Tanana Chiefs Conference Strategic Plan to ensure we are in alignment with our Tribes and capturing your direction.

The draft plan was developed with input from the Tribes and from comments from Subregional meetings, Annual Delegate and Full Board of Directors meetings, village visits and various summits. In October 2023, the Executive Board and Executive management team met to identify three transformative goals for the next five years:

- Advance Tribal Sovereignty
- Strengthen Tribal Community Wellness
- Build, Retain and Support Capacity

Each of these goals ties directly to TCC's mission and vision of "Healthy, Strong, Unified Tribes." Tied to each goal is a measure that TCC aims to achieve in the next five years.

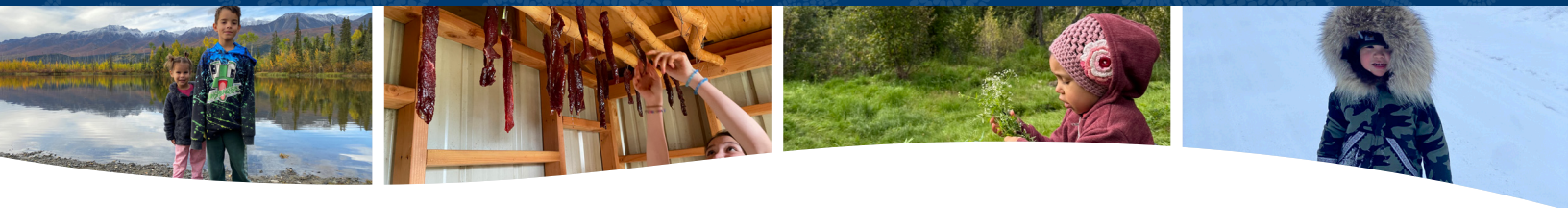
Each year, with input from the Tribes, TCC will identify one-year initiatives that move us toward achieving these goals.

It has been an honor to advocate alongside the tribes on priorities that are important to the overall well-being of our communities. We are committed to continuing our efforts to address critical issues such as Missing and Murdered Indigenous People, Protection of Our Lands and Resources, Increased Access to Water and Sewer, and more. A comprehensive list of these priorities can be found on page 11 of this document.

We look forward to hearing the feedback from our Tribes and finalizing this document. Thank you to all the Tribal leaders, Board, and Staff who have contributed to the development of this new strategy.

Brian Ridley, Chief
Tanana Chiefs Conference





Overview of Trends

To develop the draft 2024-2029 TCC Organizational Strategy, in addition to receiving direction from Tribes and Tribal leaders during face-to-face meetings, TCC also looked at the trends across the region from all of the community plans. Based on village community plans, the following major trends were identified that were taken into consideration.

Community Plan Trends

Below are the top five priorities identified from the TCC Region community plan trends from 21 current community plans across the region.

Housing

- New construction
- Water and Sewer
- Land
- Funding
- Affordable and Efficient
- Needs assessment plan

Water and Sewer

- Expansion to new units
- Public facilities
- Aging systems
- Existing homes without water and sewer

Education

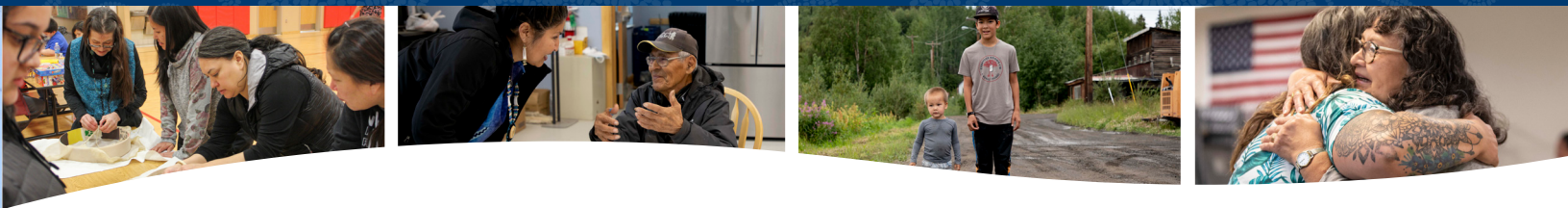
- Vocational
- Community member capacity building
- Higher education
- Student success

Economy

- Training
- Local businesses
- Tourism
- Local jobs

Wellness

- Community wellness activities
- Mental
- Physical
- Education and training



Economic Trends

TCC utilized Northern Economics to research and gather data on demographic and economic outlooks for the TCC region. Below are the trends outlined.

The top statewide employment forecasts from the Alaska Department of Labor and Workforce Development for 2030 include:

- Estimated 7,000 increase in health care and social assistance jobs from 2020
- Estimated 3,600 increase in natural resources and mining positions from 2020
- Estimated 4,948 increase in jobs from 2020

Population estimates from 2022 to 2065

- Increase in population for the State of Alaska at an annual rate of 0.16%
- And a decrease in population in the TCC subregions at an annual rate of 0.66%

Healthcare Trends

- With increased use of technology, moving from hospital-based care to:
 - › Outpatient/primary care
 - › Home and community-based care
- Changing focus to disease prevention and harm reduction

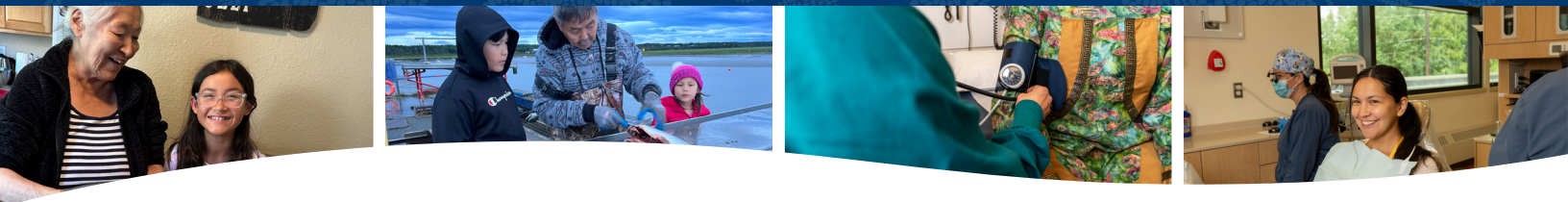
BEHAVIORAL HEALTH TRENDS:

- Increased need for:
 - › Harm-reduction models
 - › Longer-term supportive services after residential treatment
 - › Paraprofessional workforce
 - › Behavioral health and psychiatry functions within Primary Care

HEALTH WORKFORCE TRENDS:

(Data from National Center for Health Workforce Analysis, Health Resources SA)

- Aging workforce “baby boomers” are retiring
 - › Changing workforce dynamics, younger generations have different view of work-life balance
 - › Reduced Healthcare workforce availability
 - › Increased requests for telework; less hands on staff to support care needs and programs that require 24/7 staff on-site



PROJECTED NATIONWIDE SHORTAGES

PHYSICIAN SHORTAGES:

- 55,000 primary care providers in 2023
- 12,530 psychiatrists by 2030
- 124,000 physicians by 2033

NURSING SHORTAGES:

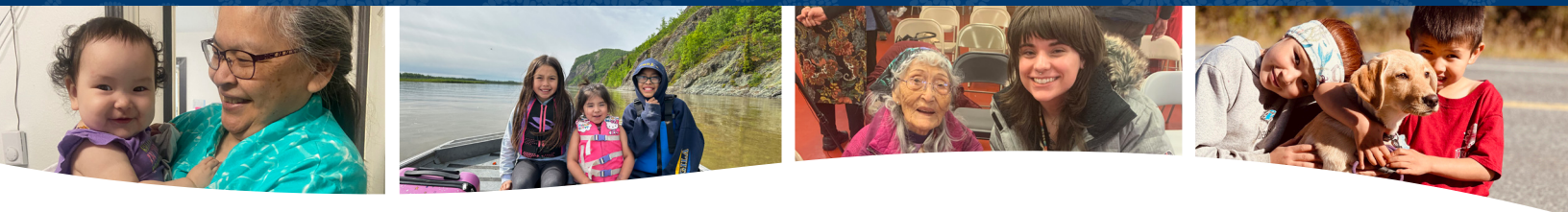
- Need 1.2 Million new nurses by 2030
- Need 11% increase in Certified Nursing Assistants by 2025

NURSING AND MEDICAL SCHOOLS:

- Limited number of faculty/clinical preceptors available, so not able to train as many students for their hands-on practicums as needed
- Health Care Innovations and Technology trends
 - › Use of Artificial Intelligence/Machine Learning (AI/ML) for earlier diagnostics
 - › Increased home-based care
 - › Increase in personalized health care through “precision medicine,” treatments will be more tailored to unique patient needs
 - › Increase in outpatient surgeries instead of hospital-based surgeries
 - › Increasingly, pre- and post-operative care at home instead of in a hospital setting

HEALTHCARE COSTS:

- On a per-capita basis, average health spending has increased in the last five decades from \$353 per person in 1970 to \$12,914 in 2021



Strategic Vision

As a result of our work...

Our Tribes are fully exercising their self-determination authority.

Our Tribes have the capacity and processes in place to best support our Tribal members.

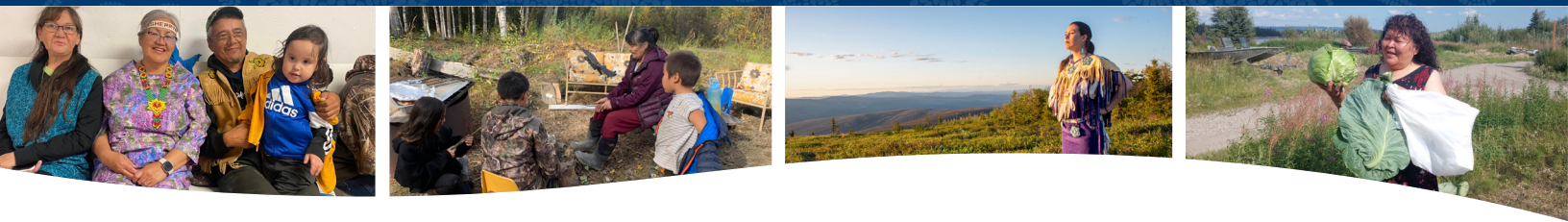
Our Tribes have the infrastructure in place to succeed.

Every Tribal member in our region has economic, social and educational opportunities to improve overall well-being.

Our Tribes and Tribal members are healthy and happy.

Our Tribal communities are growing.










Strategic Direction

GOAL 1: Advance Tribal Sovereignty

5 Year Measure: 100% of the Tribes who want a strategic plan have one.

OBJECTIVES:

-  *Provide accessible, high quality education*
-  *Increase Tribal self-governance*
-  *Grow Tribal capacity*
-  *Promote Tribal management of natural resources*
-  *Food Security*

ONE-YEAR INITIATIVES (2024-2025):

- TCC works with all Tribes to identify their self-determination goals and where they want to be in five years.
- 20% of the Tribes requesting technical assistance have updated constitutions and codes.
- 15% Increase in Office of Childrens Services and criminal cases referred to Tribal court in lieu of state court.
- 20% of the Tribes requesting technical assistance have a Tribal Government Strategic Plan.
- 20% of community plans renewed and including a Reclaiming our People section for Tribes that request technical assistance.
- 100% of key positions are filled and match the knowledge and skills required to advance the Tribal Resource Stewardship strategy.
- Build a cultural orientation that can be utilized in villages for teachers, staff and others.



GOAL 2: Strengthen Tribal Community Wellness

5 Year Measure: Social Determinants of Health will improve*.

OBJECTIVES:



Increase housing



Stabilize community infrastructure



Strengthen behavioral health, safety, and prevention



Provide accessible, high-quality education and training that supports community wellness



Self-Determined Tribal Members



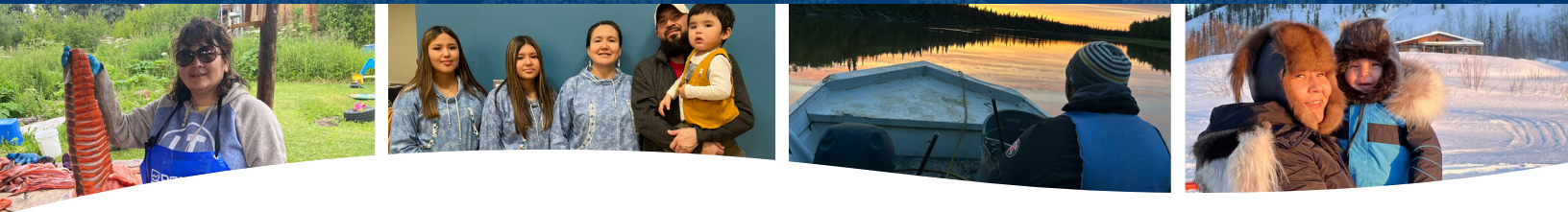
Increase Access to Sustainable Water/Sewer

ONE-YEAR INITIATIVES (2024-2025):

- Average presence of peace officers is 21 days in TCC communities that do not have fulltime officers.
- Complete 5 new home constructions across TCC region.
- 33% of TCC villages have applied for or partnered with telecom companies to provide long-term operations, maintenance and affordable broadband options.
- Increase grassroots wellness activities in TCC villages by 10%.
- 50% of the Behavioral Health Aides trained to facilitate inner-critic to inner-advocate curriculum.
- 50% of the new Prevention Coordinator positions are filled.

* Social determinants of health are the conditions in which people are born, grow, live, work and age, that are influencing overall health outcomes. Factors that contribute to this include education, employment, food security, housing, social support, access to health services and more.





TCC will be working on establishing baseline data for this measure in the upcoming year.



GOAL 3: Build, Retain, and Support Capacity

5 Year Measure: Decrease job vacancy rate by 20% in Tribal Communities and TCC.

OBJECTIVES:

-  *Advocate for accessible, effective, high-quality education*
-  *Grow our own workforce*
-  *Increase retention and growth of workforce in our Region*
-  *Mental, Physical, Spiritual Wellbeing*

ONE-YEAR INITIATIVES (2024-2025):

- 15% increase in filled rural positions
- 10% increase in Tribal member clients receiving education and workforce development training
- 40% of self-sustainability goals are achieved by TCC clients
- Days-to-hire reduced by five days
- 25% of the TCC Divisions have a career ladder in place, including succession planning
- Host healthy lifestyle and career fairs: 1 in Fairbanks, 1 virtually and 2 in-person in villages
- Three programs within each Department have updated a desk manual for employees to follow and to train new employees



Moving Forward

While our strategic plan has identified three overarching goals to focus on for the next five years, it's crucial to emphasize that our dedication to other critical priorities remains steadfast. The list provided below highlights the topics that TCC continues to work on daily. Many of these align with our overarching goals, and we understand their importance and impact on our Tribes, Tribal Members, and patients. We are committed to continued work on these priorities:

- Advocating for Education (BSA, Tribal Compacting, Head Start)
- Securing Additional Funding and Improvements for Water and Sanitation
- Fighting for Full Funding for Indian Health Services (IHS)
- Pushing for Permanent Reauthorization of Special Diabetes Program for American Indians
- Increasing Funding for IHS and Health Resources and Services Administration Scholarships and Loan Repayment Options
- Addressing Concerns with Pharmacy Benefits Managers
- Securing Funding for Long-Term Care and Assisted Living Facilities
- Moving Behavioral Health Funding into Compacts –Title VI
- Ensuring Continuation of Current IHS-Veterans Affairs Sharing Agreements
- Affirming and Protecting Alaska Native Hunting and Fishing Rights
- Protecting TCC Region Lands (Ambler Rd, Bering Sea Intertribal Coalition)
- Protecting the Yukon River Salmon
- Prioritizing Public Safety & Justice (MMIP, Child Welfare, Tribal Courts, VPSO)
- Promoting Co-Management Initiatives
- Addressing Realty Concerns (Trespass, Probate, Veteran Allotments)
- Advocating for Contract Support Costs
- Enhancing Infrastructure (Broadband, Housing, Energy and all sustainable options)

Each year TCC will continuously gather information from Tribes at subregional meetings, village meetings with communities and Tribal leadership, our Annual Convention and Full Board of Directors Meetings, the Executive Board of Directors, the annual TCC partners boat trip, Tribal member surveys, letters, and requests to develop annual initiatives to ensure we are capturing the voice of the Tribes.

TCC is committed to continuing to strive toward our vision of
Healthy, Strong, Unified Tribes.



Mission

Tanana Chiefs Conference provides a unified voice in advancing sovereign tribal governments through the promotion of physical and mental wellness, education, socioeconomic development, and culture of the Interior Alaska Native people.

Vision

Healthy, Strong, Unified Tribes

