



*Idaho Commission for Hispanic Affairs, working toward educational, economic, social, legal, and political equality for Hispanics in Idaho*

**STRATEGIC PLAN 2008-2012**

## MISSION

The Idaho Commission on Hispanic Affairs (“Commission”) is a non-partisan state agency. The Commission provides services to the Hispanic Community and serves as a liaison between the community and government entities. It works toward economic, educational, and social equality, identifies and monitors programs and legislation, and researches problems and issues facing Idaho’s Hispanic community. The Commission identifies solutions and provides recommendations to the Governor, legislature, and other organizations concerning issues facing the State’s Hispanic population.

## VISION & STRATEGY

In 2007, the Commission undertook a series of reviews to update its vision and strategy. Figure 1 below captures the 2008-2012 *Strategy Roadmap*. The *Roadmap* identifies the desired end state, strategic actions and critical enablers to accomplish the vision.

C.L. "BUTCH" OTTER  
GOVERNOR



*The Hispanic community provides a rich and diverse texture to our communities and way of life in Idaho. As our state’s largest ethnic group, Hispanics also are critically important to our continued success as a state.*

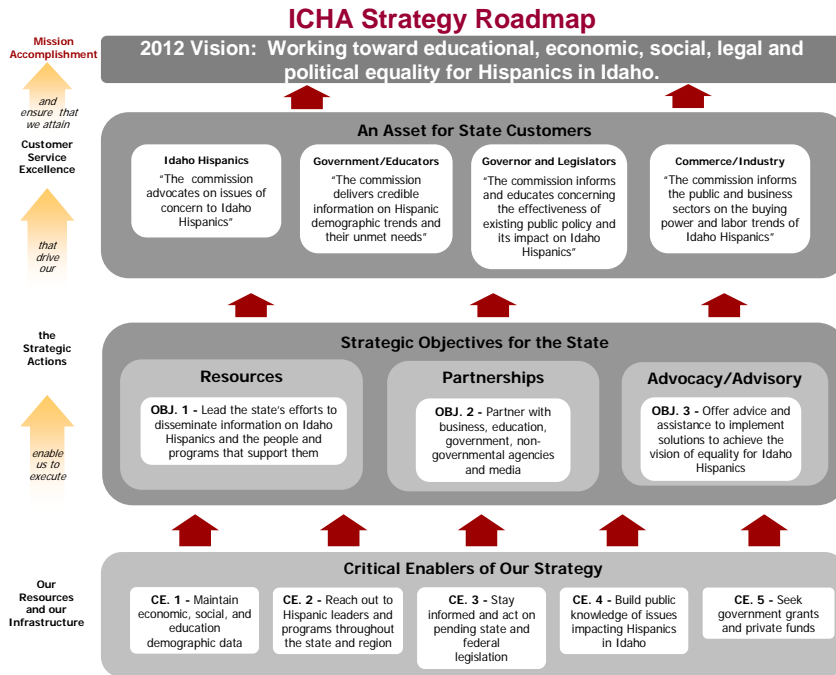
*Throughout our history, every corner of our state and every sector of our economy has benefited from the culture, imagination and work ethic of Hispanic Idahoans who share a love for the place we call home. They are Idaho’s entrepreneurs, professionals, public servants, educators, community leaders and - most of all our good neighbors and friends.*

*The Idaho Commission on Hispanic Affairs provides a great forum in which to address the changing needs of an important segment of our population. The commission offers a crucial perspective on the issues and opportunities facing Hispanic Idahoans. Its responsive, data-driven recommendations are an invaluable asset for Idaho policy makers.*

*Members of the Idaho Commission on Hispanic Affairs have my deep gratitude and profound respect for their work, and for the service they provide. This report reflects their personal commitment to helping Idaho Hispanics lead productive lives of civic virtue.*

As Always - Idaho, "Esto Perpetua"

A handwritten signature in dark ink, appearing to read "C.L. Otter". The signature is stylized and written in a cursive-like font.



**Figure 1, Idaho Commission for Hispanic Affairs, 2008-2012 Strategy Roadmap**

The Commission established objectives around three strategic themes: Resources Promoting Responsible Government, Partnerships Enhancing Economic Opportunity, and Advocacy/Advisory Empowering Idahoans.

**Resources and Promoting Responsible Government**, we led the State's efforts to disseminate information on Idaho Hispanics and the people and programs that support them. In the Resources theme, the Commission will lead the state's efforts to disseminate information on Idaho Hispanics and the people and programs that support them. The Commission is well-positioned to work with government and non-governmental organizations to collect data on Idaho Hispanics. The Commission disseminates data to inform policy makers and businesses. Examples include the *Hispanic Buying Power Report* and the *Hispanic Profile Report* which provide data on a number of social, economic, and educational indicators.

In the **Partnerships and Enhancing Economic Opportunity** theme, the Commission seeks to partner with businesses, education, government, non-government and media organizations to advance its purpose. The Commission, by design, is staffed as an agency that leverages others to advance its purposes. This requires an extraordinary level of collaboration with other organizations. The Commission accomplishes this by partnering to achieve common goals. Examples include staff participation in state boards, cosponsoring cultural and educational events (e.g., International Human Rights Celebration), and co-hosting state and regional planning meetings.

In the **Advocacy/Advisory and Empowering Idahoans** theme, the Commission offers advice and assistance to implement solutions that achieve the vision of equality for Idaho Hispanics.

The Commission achieves this through collaborative meetings such as the 2007 Idaho Minority Summit held in Boise, Idaho: an event made possible through collaboration with the U.S. Census Bureau, U.S. Hispanic Leadership Institute (USHLI), and local community partners. The Commission also advises state officials who are faced with social tensions arising from accusations of discrimination and/or discriminatory practices.

The Commission's state-provided resources are designed to establish a minimum staff while empowering the agency to collaborate and seek other resources. As such, the Commission has established five critical enablers to achieve its strategic objectives.

First, is the need for the Commission to be a clearinghouse for important economic, social, and education demographic data. The Commission works closely with other agencies and non-governmental organizations to leverage their resources and collaborate to publish important reports that inform policy makers, educators, non-profit agencies, civic leaders, and businesses on the trends reflective of Idaho Hispanics.

Second, the Commission holds its Board meetings at locations throughout the state. As such, the Commission works closely to build relationships with local Hispanic leaders and leaders of local programs that benefit Idaho Hispanics. This outreach effort allows the Commission to expand its sphere of influence while accessing alternative resources (people, programs, financial, facilities).

Third, through its staff the Commission stays informed and acts on pending legislation. Four members of the Commission are state legislators who provide the Commission with their insights into public policy and law. The Commission also collaborates with state universities to offer a select number of students independent project opportunities wherein they learn the inner workings of state government while providing the agency analysis of pending legislation.

Fourth, The Commission works with media outlets, educators, and business organizations (e.g., chambers of commerce) to build local knowledge of issues impacting Hispanics in Idaho. For example, the Commission works with school districts to educate teachers and counselors on Hispanic culture and ways to increase parental participation in student learning. Finally, the Commission seeks government grants and private funds as authorized by its enabling legislation to develop and implement state and regional education and outreach programs. For example, the Commission successfully operates a Substance Abuse Prevention Project funded via contract with the Idaho Department of Health and Welfare.

Under this program, the Commission provides education on substance abuse issues to the Hispanic community in Idaho, and administers a scholarship project. The Commission also operates the Entérate project which is in its third year of providing training and technical assistance to educators and parents across the state of Idaho. This program is made possible in partnership with the Department of Education, Safe and Drug Free Schools and Communities. The Commission acts as a consulting resource to existing programs in school districts to increase outreach to students and families within the Hispanic community. The Commission also acts as a liaison between the Hispanic community and other state entities, striving to create relationships with school districts and communities to build partnerships and create a brighter future for Idaho's youth.

## STRATEGIC INITIATIVES

At its September 2007 meeting, the Commission identified five strategic initiatives (2-3 year initiative) to advance improvements in the academic performance of Idaho Hispanics. Each initiative was assigned a Commissioner who serves as champion and sponsor. The five initiatives are:

- ***Starts with the Parents*** – this initiative focuses on actions the Commission can take to communicate to Hispanic parents the importance of education and the services the Commission provides to assist them with educational resources (e.g., *Parents as Partners*).
- ***Leveraging Faith-Based Organizations*** –this initiative seeks to involve local faith-based organizations in promoting education among Hispanics while seeking the engagement of their parents.
- ***Hope Beyond High School*** –this initiative seeks to educate Hispanic youth on academic opportunities in post-secondary education.
- ***Educating the Educators*** –this initiative seeks to educate academic counselors and other administrative gate keepers on the assistance programs available to Hispanic students (K-12 and college).
- ***Leadership Multiplier*** –this initiative seeks to leverage local and regional leaders' knowledge and experience to address gaps in academic performance by Idaho Hispanics.

# HOW DO WE KNOW WE ARE SUCCEEDING? THE COMMISSIONS' KEY PERFORMANCE INDICATORS

The Commission has established five Key Performance Indicators (KPIs) to measure how well it is advancing toward its vision: **Education**, **Economic**, **Social**, **Health**, and **Political**.

The **Education** KPI uses 5 measures to gauge the advancement of Idaho Hispanics towards educational equality.

<i>Reading, Language &amp; Math Proficiency</i>	<i>Dropout Rates</i>
<i>Percent of enrollment in Higher Education</i>	<i>High School Graduation</i>
<i>College Graduation</i>	

The **Economic** KPI uses 3 measures to gauge how well Idaho Hispanics are performing in the economy compared to non-Hispanics.

<i>Per Capita Buying Power</i>	<i>Home Ownership</i>
<i>Percent Living Below the Poverty Level</i>	

The **Social** KPI uses 2 measures to gauge how well Idaho Hispanics are mainstreamed with social norms conforming to laws.

<i>Adult Incarceration</i>	<i>Adults Under Probation and Parole</i>
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The **Health** KPI uses 5 measures to assess how well Idaho Hispanics are achieving equality in the health system.

<i>Cumulative Percentage of Deaths by Ethnicity and Age</i>	<i>Infant Mortality Rate</i>
<i>Prenatal Care</i>	<i>Health Insurance Coverage</i>
<i>National Healthcare Disparities Report</i>	

The **Political** KPI uses 2 measures to gauge Idaho Hispanic influence in the political system.

<i>Voting Power</i>	<i>Hispanic Elected Officials in State</i>
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## **Maintaining a Strategic Focus**

The Commission believes that a strategic plan should be a structure to help shape the agency's image and guide its activities. That process will actively work to integrate and coordinate the activities of Idaho's Hispanic leaders as partners to build greater effectiveness for the benefit of all the state's citizens.

Focusing around three strategic themes: Resources Promoting Responsible Government, Partnerships Enhancing Economic Opportunity, and Advocacy/Advisory Empowering Idahoans.