

Idaho Commission on Hispanic Affairs

Working toward educational, economic,
and social equality for Hispanics in Idaho



**Strategic Plan
2024-2027**

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This document contains the Strategic Plan for The Idaho Commission on Hispanic Affairs. The Commission was created within the Department of Self-Governing Agencies; is composed of nine(9) board members, two(2) are appointed by the President Pro Tempore and two(2) by the Speaker of the House. Five (5) are public members from the Hispanic community and appointed by the Governor.

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Strategic Plan
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KEY SUCCESS FACTORS

A focused, step-by-step approach to addressing the many challenges facing Hispanics throughout Idaho is necessary in order for the Idaho Commission on Hispanic Affairs (Commission) to effect meaningful, impactful changes over the short, medium, and long term. This plan, a constantly evolving and malleable working document, creates clear, specific objectives, and subsequent strategies to be implemented in response to needs identified in Hispanic communities across the state. The Commission has identified the following as key success factors to advancing our purpose.

- **Building cooperation and understanding between Hispanics and Government**—by providing Hispanic communities with information resources and by informing the Governor, Legislature, and state agencies on Hispanic issues throughout Idaho.
- **Changing institutional practices**—by partnering with state agencies to assure equity and access to culturally competent programs and services; by reviewing state agency policies, practices, and procedures; and by making recommendations that will drive improved delivery of state services and resources.
- **Planning strategically**—by developing and maintaining a strategic plan that sets goals and defines solutions to directly impact and address the needs of Idaho Hispanics and state government. The strategic plan will be the roadmap to guide the Commission as it identifies future initiatives and goals.
- **Collaborating with the community**—by promoting community awareness and volunteerism as a way of preserving culture and enriching communities.
- **Identifying Idaho Hispanic issues and concerns through public policy analysis and data-driven outcome-based research**—building partnerships to create awareness of issues, and forming the foundation for institutional and positive systemic changes in education, healthcare, government, and business.
- **Promoting accountability**—by valuing transparent communication while promoting investment in positive relationships with partners at all levels of government.
- **Encouraging inclusiveness**—by encouraging new ideas and supporting openness and acceptance of differing ideas or beliefs. The Commission respects the opinions of others and will provide a safe environment for all voices, opinions, ideas, and beliefs.
- **Enforcing professionalism**—by maintaining commitments and adhering to high standards of conduct.

FROM THE CHAIR

Hispanics make up 13% of Idaho's population and continue to experience the highest growth rate in the State.



The Idaho Commission on Hispanic Affairs works closely with State agencies, community-based organizations, businesses, educational institutions, and volunteers to address important challenges facing Idaho's growing Hispanic population. In 2014, Idaho had nearly 200,000 Hispanic residents. They made up roughly 12% of the state's total population. Most of Idaho's Hispanics (70%) were born in the United States, and most (79%) are U.S. citizens. In fact, immigrants who came to the U.S. since 2010 make up only 2% of Idaho's Hispanic population. The median age among Idaho's Hispanics was 24 in 2014, compared to 38 among non-Hispanics. Hispanics make up 18% of all students in public K-12 schools, accounting for 42% of enrollment growth in the last five years. Average scores on K-12 standardized tests are lower among Hispanic students than among non-Hispanics. While the number of Hispanics in postsecondary institutions has tripled in the last ten years, the percentage of Hispanic students enrolling in postsecondary education within a year of high school graduation remains lower than among non-Hispanics. In 2014, Hispanic workers made up 11% of the state's employed workers, compared to 16% at the national level. On average, Hispanic workers in Idaho earn less than other workers. For example, median annual earning among full-time, year-round Hispanic male workers was \$29,084 in 2014, compared to \$46,479 among non-Hispanic male workers. Hispanic unemployment rates have fallen since the recession ended but remained 2.3 percentage points higher than non-Hispanic rates in 2014.

Our strategic agenda sets us on a path to deliver our mission to improve Idaho Hispanic outcomes. We are addressing some of the most challenging issues Idaho Hispanics face today: education attainment, low income and buying power, and access to healthcare and welfare services, to name but a few. The work of the Commission is critical to ensure a healthy Idaho workforce, a strong economy, and a productive and informed citizenry. This revision of the Commission's Strategic Plan is focused on addressing the fiscal realities and social challenges facing us today. Please take a few minutes to learn more about the critical resources and transformative approaches the Commission will undertake to deliver on its purpose.

MISSION

The Idaho Commission on Hispanic Affairs 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 educational, economic, and social equality, identifies and monitors programs and legislation, and research problems facing Idaho's Hispanic community. The Commission identifies solutions and provides recommendations to the Governor, Legislature, and other non-governmental organizations (NGO) concerning issues relevant to the state's Hispanic population.

VISION

- Idaho Hispanics will be respected and valued for providing a rich and diverse texture to their communities.
- Idaho Hispanics will achieve educational, economic, and social parity with non-Hispanic members in Idaho.
- Idaho Hispanics will face no race-related barriers and perform on par with non-Hispanic peers in all walks of life, including academics.
- Idaho Hispanics will be represented in government and elected office in numbers reasonably proportional to their representation in the community at large.
- Idaho Hispanics' buying power will make them a critical segment of the state economy. Idaho Hispanic-owned businesses are an integral part of Idaho's ability to create jobs and innovate now and for the future.

Brad Little
GOVERNOR



Hispanic Idahoans play an integral role in our success as a state. They contribute to our economy, enrich our culture, strengthen our communities, and bolster Idaho's reputation for strong family values.

I want to thank the Idaho Commission on Hispanic Affairs for connecting our Hispanic population with resources to advance education and employment opportunities, and especially for its work in encouraging our Hispanic youth to take on leadership positions in their communities. As Idaho's Hispanic population continues to grow, the work of the commission will become even more important.

I envision Idaho to be the place where our children and grandchildren choose to stay, and for the ones who have left to choose to return. The contributions of Idaho Hispanics – and the commission as a voice – help us reach that goal.

As Always - Idaho, "Esto Perpetua"

A handwritten signature in blue ink, which appears to read "Brad Little". The signature is stylized and cursive.

Brad Little

STRATEGY

The Commission, by design, is staffed as an agency that catalyzes others to advance its purposes. This requires an extraordinary level of collaboration with other organizations across the state. The Commission has the track record, partners, community relationships, and commitment to move forward with the Governor and other community leaders around the state and to help Idaho and its Hispanic community in a measurable and accountable way.

- Serve as an advisory body to the Governor and agencies within the Executive Department on issues relating to the Hispanic population of Idaho.
- Conduct outreach to Hispanic groups and communities in the state, and communicate information to them concerning public and private programs that are beneficial to their interests.
- Inform on any proposed federal, state, or local significant legislation, regulations, policies, or programs that affect the Hispanic population of Idaho.
- Convene state agencies, school superintendents, teachers, community members, college representatives, and others to identify ways to advance the academic achievement for Hispanics in Idaho.
- Lead the effort to unite residents, community agencies, and public officials to focus on challenges relative to the Hispanic community.



- Perform and partner for the development and execution of studies designed to define solutions to problems that Hispanic people face in the areas of education, employment, human rights, health, housing, social welfare, and other related areas.
- Serve as a referral agency to assist Hispanic people who wish to secure access to state agencies, organizations, and programs.

FOCUS AREAS

The Commission has established five focus areas:

- Education
- Health Care
- Business and Economic Development
- Public Policy
- Management and Performance

The following pages include the goals and strategies that members of the Commission have identified in an effort to fulfill their mission. The work of achieving the stated goals is not exclusively that of the Commission, and there is a requirement to establish strong and strategic partnerships to improve public programs to best serve the interests of everyone in Idaho. The Commission's State-provided resources are designed to support a minimum of staff while empowering the agency to collaborate and seek other resources, as well as seek government grants, private funds, and legislation to develop and implement state and regional outreach programs

The ICHA Strategic Agenda provides a structured framework championed by the Commissioners and Agency staff which identifies the critical outcomes, strategic initiatives and near-term activities needed to achieve our strategic objectives. The Strategic Agenda supports the mission of ICHA and delivers on ICHA's commitment to the Commission's enabling statute (Chapter 72, Title 67, Idaho Code).



Goal 1: EDUCATION – Idaho’s K-20 public educational system will provide parity in academic attainment between Hispanic and Non-Hispanic students.

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 acts as a liaison between the Hispanic community and other state entities, striving to create relationships with school districts and communities to eliminate disparities and create a brighter future for Idaho’s youth. The Commission operates the *Entérate* (“find out for your-self”) project, providing training and technical assistance to educators and parents across the state of Idaho. This program is made possible in collaboration with the Idaho State Department of Education.

Critical Outcomes	Strategic Initiatives	Performance Measures	Benchmark	How Established
Decrease academic achievement gap between Hispanic and non-Hispanic students	Host annual Hispanic Youth Summit to promote academic achievement	Increase the “Go On Rate” to higher education (university, colleges, and PTE) by collaborating with higher education partners to offer scholarships at the annual youth leadership summit	Annually	Pre and Post Summit Evaluations
	Advance academic achievement for Hispanics in Idaho	<ul style="list-style-type: none"> Keep dropout rates on par with non-Hispanic population Improve attainment of higher education degrees or technical certificates 	Annually	State Board of Education
	Collect and evaluate baseline educational data on Hispanics to help appropriate agencies determine needs and set goals	Improve proficiency in language, mathematics, and reading	Annually	State Department of Education
	Inform stakeholders (e.g., policy makers, State agencies, NGOs, academia, etc.) on the state of Hispanic education in Idaho	Publish data reports on the Hispanic student population in Idaho	Annually	Report

Goal 2: HEALTH CARE - The healthcare system will effectively inform and educate Idaho’s diverse population about health-related issues.

The Commission develops initiatives and monitors legislation and programs related to health care affecting Idaho’s Hispanic community. Follow-up activities include informing Idaho’s Governor and Legislature regarding the status of Hispanics on such issues as substance abuse, obesity, nutrition, AIDS, dental care, mental health, etc.

Critical Outcomes	Strategic Initiatives	Performance Measures	Benchmark	How Established
Trends show improved access and use of healthcare by Hispanics	Host summit in partnership with the McClure Center to address: <ul style="list-style-type: none"> • Disparities in quality of care • Disparities in access • Quality and access to care for Limited English Proficiency populations 	Health care insurance status for Hispanics	Annually	Host Stakeholder Meeting
	Identify healthcare gaps and strategic actions to close those gaps	Reduce behavior risk factors impacting quality of life, including obesity, alcohol abuse, tobacco use, and lack of prenatal care	Annually	Publish Idaho Profile Report 2017
	Continue to work with key stakeholders in the healthcare field to report on the most current data	Reduce incidence rate of serious diseases (heart disease, diabetes)	Annually	Partnership with McClure Center
	Increase collaborative efforts with stakeholders (e.g., Department Health & Welfare, NGOs, etc.) who have a vested interest to improve healthcare outcomes fro Hispanics	Expand access to bilingual medical services/professionals	Annually	Host Stakeholder Meeting

Goal 3: BUSINESS AND ECONOMIC DEVELOPMENT - Provide support that will increase understanding of business and economic development opportunities for Hispanics in Idaho.

The Commission works to form partnerships with organizations that make financial literacy accessible for Hispanics in Idaho, and to promote and assist business development initiatives for Hispanic business professionals. The Commission also works to promote equal employment opportunities for Hispanics and to combat employment discrimination.

Critical Outcomes	Strategic Initiatives	Performance Measures	Benchmark	How Established
Hispanic buying power and mean family income are proportional to their representation in the population	Increase our collaborative efforts with the Idaho Department of Labor, Hispanic Chamber of Commerce, and Small Business Administration to address workforce gaps and career awareness through the Hispanic Workforce Development Initiative	<ul style="list-style-type: none"> • Growth in Hispanic buying power • Reduced Hispanic unemployment rate • Increase number of Hispanic owned businesses 	Semi-Annual	Publish Idaho Hispanic Profile report March 2017
	Link small business owners or future business owners to resources	Close gap in mean family income between Hispanics and non-Hispanics	Annually	Host Stakeholder Meeting

Goal 4: PUBLIC POLICY – Support leadership development programs that promote Hispanic community participation in Idaho.

The Commission communicates its mission and objectives across Idaho communities by hosting and supporting events to promote cooperation and a deeper understanding between Hispanic communities and others including the Legislative Reception, Opening Ceremony for Hispanic Heritage Month, etc. The data the Commission compiles provides reference points against which to measure the impact of state programs, policies, and legislation.

Critical Outcomes	Strategic Initiatives	Performance Measures	Benchmark	How Established
Idaho's Hispanic community is both politically aware and becoming more active	Increase awareness and education on citizenship opportunities and responsibilities	Increase citizenship among eligible Hispanics	Annually	Coordinate with Community Groups (e.g., Idaho Leadership Institute, Community Council of Idaho, etc.)
	Provide data to stakeholders in executive, legislative, and other policy-making bodies on the state of Hispanic voters in Idaho	Host presentations when the opportunity arises	Three to Four Presentations	Publish Idaho Hispanic Profile report March 2017
	Increase stakeholder (e.g., policy makers, State agencies, NGOs, academia, etc.) access to data on Hispanic population	Publish data reports on the Hispanic voting population in Idaho	Annually	Partnership with McClure Center
	Increase Hispanic leadership representation at both local and state government	Improve voter registration and participation	Annually	Stakeholder Meeting

Goal 5: MANAGEMENT AND PERFORMANCE – Adoption of the NIST Cybersecurity Framework and Implementation of CIS Critical Security Controls 1 – 5.

As a technology customer of the Office of Information Technology Services (ITS) in the Governor’s Office, we are using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. We participate in DHR and ITS administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. ITS, working through the multi-agency Incident Response Task Force, has developed an Incident Response Program in support of our agency.

Critical Outcomes	Strategic Initiatives	Performance Measures	Benchmark	How Established
Improve performance in the area of cyber security	Support OCIO cybersecurity efforts by identifying critical data in Agency systems to OCIO (NIST Core Framework first function)	Staff from OCIO briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework in a customer meeting	Feb 23, 2017	As briefed by OCIO staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to the Agency as a customer
		Identifying sensitive data allows OCIO to address the other NIST Core Framework functions: Protect, Detect, Respond, and Recover	Annually	Participate in DHR and OCIO administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program
Increase focus on efficient and effective management of Commission activities	Continue to administer the Commission’s activities to address high-level policy challenges and develop initiatives to build and focus State efforts on critical issues impacting Hispanic education, economics, healthcare and social priorities	Conduct Commission meetings including town hall meetings to address critical priorities	Annually	Minutes of Commission meetings and visits

Goal 6: Red Tape Reduction Act

Not applicable

CONCLUSION

The historic growth of the Hispanic community is creating tremendous momentum. While this gives the Hispanic community incredible opportunities for advancement and improvement, it also generates certain issues that must be addressed. The Idaho Commission on Hispanic Affairs seeks to meet the specific needs facing the Hispanic community through the implementation methods put forth in this strategic plan. Data collected by the Commission, along with the Commission's invaluable perspective, helps raise awareness to the disparities facing the Hispanic community and helps achieve resolutions.

By collaborating with and informing various governmental and non-governmental entities, the Commission strives to achieve economic, educational, political, and social equality for Idaho's Hispanic community. The Commission believes that focus, leadership, advocacy, teamwork, and open communication will lead to self-reliance for Idaho's Hispanic population.

The Idaho Commission on Hispanic Affairs current strategic goals and objectives are based on sustainable levels of funding sources



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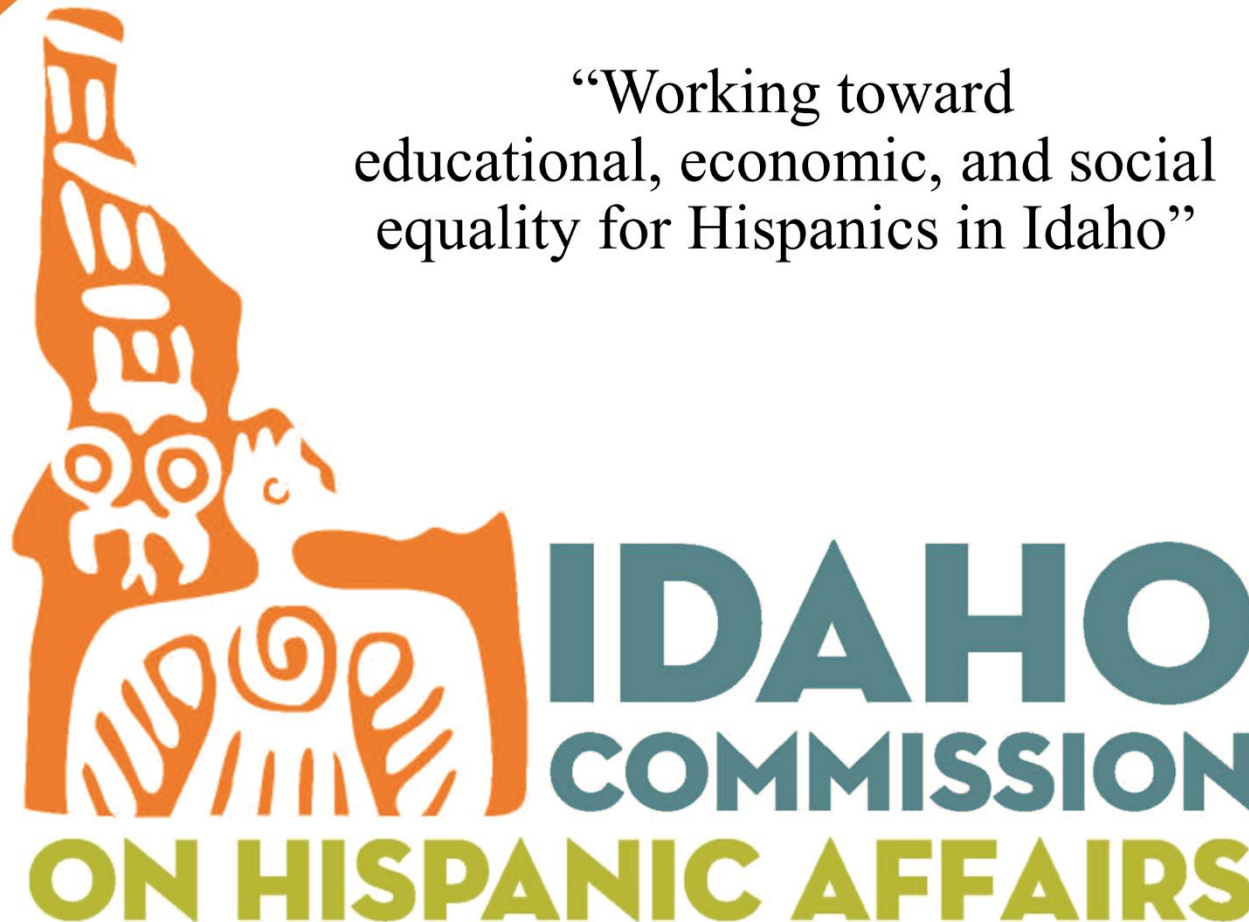
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