

Idaho Commission on Hispanic Affairs

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



**Strategic Plan
2025-2028**

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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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IN MEMORY

In 2023, we mourned the loss of one of our own, J.J. Saldaña. J.J. graced our lives—a leader whose fervor for the Hispanic community in the heart of Idaho burned like a brilliant star. He left a legacy that was nothing short of transformative, a legacy that is interwoven into the very fabric of our Hispanic community in Idaho. J.J. was a bright hope for us all, a guiding light in a world that sometimes felt dim. His love for our community was not passive; it was an active force that propelled us forward. Through tireless advocacy, J.J. broke down barriers, forged connections, and opened doors that had long been closed to us. J.J.'s work elevated our voices, ensured our rights, and built bridges of understanding. With this plan, we carry forward the torch of his passion, for his work was not just important; it was the heartbeat of our community. Together, as a united family, we honor his memory to ensure that his vision of a stronger, more vibrant Hispanic community in Idaho continues to flourish.

With love and gratitude, in his memory, Idaho Commission on Hispanic Affairs.



KEY SUCCESS FACTORS

A focused, step-by-step approach to addressing the many challenges facing Hispanics throughout Idaho is necessary 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**—by partnering 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, accounting for 22% of Idaho’s population growth over the last decade including 71% of K-12 enrollment growth (2014-2020) and 87% of Idaho’s employment growth (2009-2021).

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. The latest data from the 6th Edition of the Hispanic Profile Data Book tells the story of the community’s gains and remaining challenges and opportunities.

- Hispanics represent 13% of the state population and labor force.
- Hispanic school-aged children makeup 19% of K-12 public school students.
- Hispanics are underrepresented in public school jobs, holding only 3% of positions.
- Hispanics are disproportionately under insured with 20% without health insurance.
- 83% of Idaho Hispanics are U.S. citizens with 81% of Mexican descent.
- Hispanic students were less proficient in basic subjects and less prepared to enter college and careers.
- Since 2010, Hispanic median household income has increased by more than 50%.

The Commission’s Strategic Plan sets us on a path to deliver our mission to improve Idaho Hispanic outcomes. We are addressing some of the most challenging issues the community faces—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 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.
- Idaho Hispanics can afford and access the full complement of healthcare options in par with non-Hispanic peers.

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 of Brad Little in blue ink. The signature is fluid and cursive, written in a professional style. It appears to be the name 'Brad Little' with a stylized flourish at the end.

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 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 Hispanics 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 to fulfill our 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 Commission's Strategic Plan identifies the critical outcomes, strategic initiatives and near-term activities needed to achieve strategic objectives. The Strategic Plan supports the mission of the Commission and is consistent with the stated purpose of the agency in its enabling statute (Chapter 72, Title 67, Idaho Code).

TITLE 67 STATE GOVERNMENT AND STATE AFFAIRS
CHAPTER 72 COMMISSION ON HISPANIC AFFAIRS 67-
7201. COMMISSION CREATED -- APPOINTMENT OF
MEMBERS.

There is hereby created the Idaho Commission on Hispanic Affairs, hereafter referred to as the commission. The commission shall consist of nine (9) members, two (2) to be appointed by the president pro tempore of the senate from the members of the senate; two (2) to be appointed by the speaker of the house of representatives from the members of the house; and five (5) public members to be selected from the Hispanic community who reside in and represent the various geographical areas of the state which contain a significant Hispanic population. The five (5) public members shall be appointed by the governor. Of the five (5) public members first to be appointed, two (2) shall be appointed for a term of one (1) year, two (2) shall be appointed for a term of two (2) years and one (1) shall be appointed for a term of three (3) years. The governor shall specify the term of each public member when making the initial appointments. All initial appointments shall commence on July 1, 1987. All subsequent terms shall be for three (3) years. Vacancies shall be filled in the same manner as the original appointments and for the balance of the unexpired term.

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 career technical education) 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: HEALTHCARE – Idaho Hispanics can afford and access healthcare options in par with non-Hispanic peers.

The Commission develops initiatives and monitors legislation and programs related to healthcare 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	Collaborate with state partners to co-host forums 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	Healthcare Summit (November 2024)
	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	Healthcare Summit (November 2024)
	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 for Hispanics	Expand access to bilingual medical services/professionals	Annually	Healthcare Summit (November 2024)

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 the 6 th Edition of the Idaho Hispanic Profile report
	Link small business owners or future business owners to resources	Close gap in mean family income between Hispanics and non-Hispanics	Annually	Host Town Hall meetings in communities with high percentage of Hispanics

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	Coordinate with Community Groups (e.g., Idaho Leadership Institute, Community Council of Idaho, etc.)

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
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
Improve performance in cybersecurity	Support OCIO cybersecurity efforts by identifying critical data in Agency systems to OCIO (NIST Core Framework first function)	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

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.

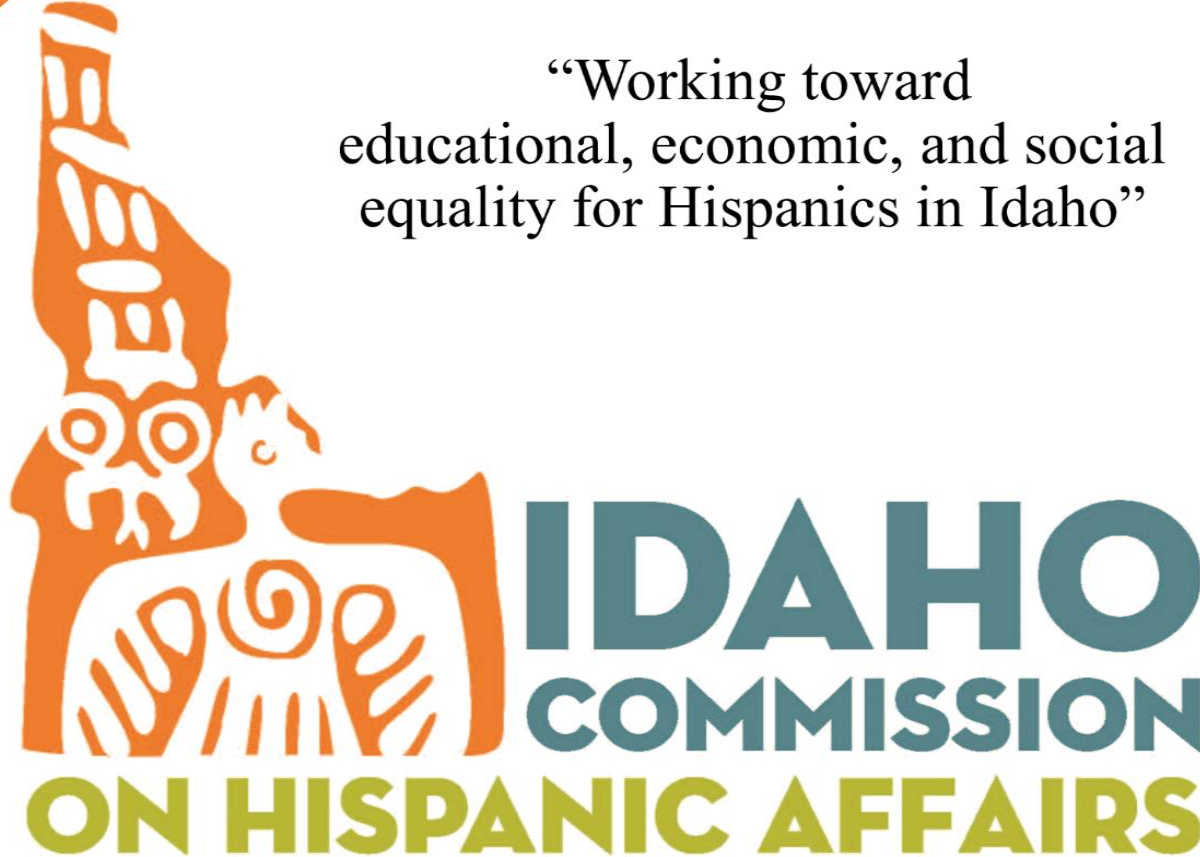
The Idaho Commission on Hispanic Affairs current strategic goals and objectives are based on sustainable levels of funding sources.





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



Brad Little
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