

A stylized graphic in the bottom-left corner of the cover. It features a red sun with a thick black outline, partially obscured by a dark green mountain range. Bright yellow rays emanate from the sun, extending towards the top-left corner of the page. The entire graphic is set against a dark teal background.

# Idaho Commission on Hispanic Affairs

Strategic Plan  
2026-2029

August 2025

# CONTENTS

|                                       |           |
|---------------------------------------|-----------|
| <b>INTRODUCTION.....</b>              | <b>3</b>  |
| <b>MESSAGE FROM THE GOVERNOR.....</b> | <b>4</b>  |
| <b>MESSAGE FROM THE CHAIR.....</b>    | <b>5</b>  |
| <b>KEY SUCCESS FACTORS.....</b>       | <b>6</b>  |
| <b>CORE PURPOSE .....</b>             | <b>7</b>  |
| <b>STRATEGY.....</b>                  | <b>8</b>  |
| <b>FOCUS AREAS .....</b>              | <b>9</b>  |
| <b>Goal 1: .....</b>                  | <b>10</b> |
| <b>Goal 2: .....</b>                  | <b>11</b> |
| <b>Goal 3: .....</b>                  | <b>12</b> |
| <b>Goal 4: .....</b>                  | <b>13</b> |
| <b>Goal 5: .....</b>                  | <b>14</b> |
| <b>Goal 6: .....</b>                  | <b>15</b> |
| <b>CONCLUSION .....</b>               | <b>16</b> |

## **INTRODUCTION**

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.

## MESSAGE FROM THE 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 fluid.

Brad Little  
33<sup>rd</sup> Governor of Idaho

## MESSAGE FROM THE CHAIR

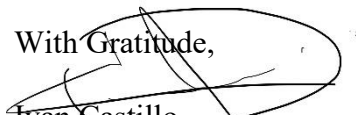


The Idaho Commission on Hispanic Affairs works closely with state agencies, community-based organizations, businesses, educational institutions, and volunteers to serve Idaho's growing Hispanic population. The latest results from the 6<sup>th</sup> Edition of the Hispanic Profile Data Book tells the story of the community. The statistics below highlight both success and opportunity:

- 13% of Hispanics represent the state population and workforce, accounting for:
  - 22% of Idaho's population growth (2010-2020).
  - 87% of Idaho's growth in employment (2009-2021).
- 83% of Idaho Hispanics are U.S. citizens.
  - 81% are of Mexican descent.
- 50% increase of Hispanic median household income over the past 15 years.
  - 20% of Hispanics are without health insurance or disproportionately under insured.
- 19% of K-12 public school students are Hispanic school-aged children.
  - 71% of K-12 enrollment growth (2014-2020).

The Strategic Plan sets us on a path to deliver our mission and vision for Idaho. We are well positioned to positively serve and measure education attainment, increase workforce and income opportunity, improve access to healthcare, and leverage strategic partnerships.

The work of the Commission is critical to ensure a healthy and competitive Idaho workforce, a strong economy, and a productive and informed citizenry. We thank you for taking the time to learn more about the resources and transformative approaches the Commission will undertake to deliver its purpose.

With Gratitude,  
  
Ivan Castillo  
Commission Chair

## KEY SUCCESS FACTORS

A focused, step-by-step approach 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 across the state. The Commission has identified the following as key success factors to advancing our purpose:

- **Building cooperation and partnership between Idaho’s Government and Hispanic Population**—by partnering with the Governor, Legislature, and state agencies, we can provide resources, information, and strategic ideas that positively impact both audiences.
- **Improving institutional practices**—by partnering with state agencies, reviewing policies, practices, and procedures, and serving as a trusted partner, we can develop 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 opportunities for collaboration with Idaho Government and Hispanics. The strategic plan will be the roadmap to guide the Commission as it identifies future initiatives and goals.
- **Identifying areas of opportunity through public policy analysis and data-driven research**—by partnering to create awareness of opportunities and establish partnerships that result in positive changes in education, healthcare, government, and business.
- **Promoting accountability**—by valuing transparent decision-making and action, communicating those effectively and promoting investment in positive relationships with partners at all levels of government.
- **Enforcing professionalism**—by maintaining commitments and adhering to high standards of conduct, presentation, customer service, and accountability.
- **Collaborating with the community**—by promoting community engagement and volunteerism as a way of enriching communities by celebrating shared values and culture.

## **CORE PURPOSE**

### **Our Mission**

To serve as the bridge between Idaho's government and Hispanic population.

We represent our shared values and set priorities that foster positive relations, effective partnerships, and strategic initiatives to connect our community.

### **Our Vision**

A vibrant Hispanic community whose success, contribution, and culture enriches Idaho values and priorities.

## STRATEGY

The Commission, by design, is staffed as an agency that leverages partnerships to achieve its purpose. This requires an extraordinary level of collaboration with other organizations across the state.

For almost four decades, the office has cultivated a track record of partnerships, community relationships, and commitment to move forward with the Governor and other community leaders around the state to serve Idaho and its Hispanic community in the following ways:

- Serve as an advisory body to the Governor and agencies within the Executive Department on issues relating to the Hispanic population of Idaho.
- Convene state agencies, school superintendents, teachers, community members, college representatives, and others to identify strategic partnerships.
- Inform on any proposed federal, state, or local legislation, regulations, policies, or programs that impact 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.



## FOCUS AREAS

The Strategic Plan supports the mission of the office and is consistent with the stated purpose of the agency in its enabling statute (Chapter 72, Title 67, Idaho Code).

The Commission has established five focus areas:

- Education
- Health Care
- Business and Economic Development
- Civic Engagement and 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 necessitates strong and strategic statewide partnerships to best serve the interests of all Idahoans.

In addition to the state-provided resources, the office proactively collaborates and pursues other resources, grants, sponsorships, and private donations to develop and implement state and regional outreach programs.

## **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 supports high achievement among 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 create a brighter future for Idaho’s Hispanic youth.

| Critical Outcomes                                          | Strategic Initiatives                                                                                                       | Performance Measures                                                                                                                                                                                               | Benchmark | How Established                           |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Increase academic achievement among K-20 Hispanic students | Host annual Hispanic Youth Summit to promote academic achievement                                                           | Increase the “Go on Rate” to higher education (universities, 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"> <li>Improve dropout rates within the Hispanic population</li> <li>Improve attainment of higher education degrees or technical certificates</li> </ul>                           | 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  | Publish white papers and relevant reports |

## Goal 2:

### HEALTHCARE – Idaho Hispanics can access healthcare options in both rural and urban areas.

The Commission develops initiatives and monitors programs, and legislation related to healthcare affecting Idaho’s Hispanic community.

| 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"> <li>Rural disparities in quality of care</li> <li>Rural disparities in access</li> </ul> | Health care insurance status for Hispanics                                                              | Annually  | Healthcare Conference (May/June 2025)       |
|                                                                | Identify healthcare gaps and strategic actions to close those gaps                                                                                                                        | Partner with regional community health centers to develop an allied health workforce and transportation | Annually  | Healthcare Conference (May/June 2025)       |
|                                                                | 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 BSU Idaho Policy Institute |
|                                                                | 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 Conference (May/June 2025)       |

### Goal 3:

#### **BUSINESS AND ECONOMIC DEVELOPMENT - Provide expertise to increase understanding of business and economic development opportunities for Idaho Hispanics.**

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.

| 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"><li>• Growth in Hispanic buying power</li><li>• Reduced Hispanic unemployment rate</li><li>• Increase number of Hispanic owned businesses</li></ul> | Semi-Annual | Partner with BSU Idaho Policy Institute's Idaho Public Policy Survey                                       |
|                                                                                                         | Link small business owners or future business owners to resources                                                                                                                                                                           | Increase mean family income of Idaho Hispanics                                                                                                                                        | Annually    | Partner with Idaho Hispanic Chamber, and IDOPL to host meetings in districts with high Hispanic population |

## 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 | Partner with BSU Idaho Policy Institute's Idaho Public Policy Survey                                  |
|                                                                               | 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                    | Partner with BSU Idaho Policy Institute's Idaho Public Policy Survey                                  |
|                                                                               | Increase Hispanic leadership representation at both local and state levels of 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 of 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 CIS Controls 1-5 will be ITS’s responsibility for the systems they operate and, as technological tools applied to the computer systems, are largely invisible to us as customers. 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 posted on Town Hall Idaho                                                                         |
| 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, giving the Hispanic community incredible opportunities for advancement and success.

The Idaho Commission on Hispanic Affairs seeks to serve the specific needs and priorities of Idaho's government and the Hispanic community through measurable, sustainable, and collaborative methods outlined in this Strategic Plan.

Data collected by the Commission, in partnership with statewide stakeholders, in addition to the Commission's invaluable perspective, allows for comprehensive resolutions and improved outcomes.

Through collaboration with various governmental and non-governmental entities, the Commission serves as representative of our shared values to enrich Idaho values and priorities. It is our commitment to lead with fortitude, integrity, and accountability.

The Idaho Commission on Hispanic Affairs' current strategic goals and objectives are based on sustainable levels of state, federal, and various private funding sources.



A stylized graphic on the left side of the page. It features a large, bright yellow sun with a red semi-circular center, partially obscured by dark green mountain peaks. The sun's rays are represented by yellow triangles of varying sizes. The entire graphic is set against a dark blue background.

**Brad Little**  
Governor

**Ivan Castillo**  
Chair

**Annette Valenzuela Tipton**  
Executive Director

**COMMISSIONERS**

Erika L. Allen

Mauricio Cardona

Cesar Perez Garcia

Luis Carrillo Rodriguez

Senator Janie Ward-Engleking

Representative Rod Furniss

Representative Lucas Caylor

# Idaho Commission on Hispanic Affairs

**Mission Statement**

To serve as the bridge between Idaho's government and Hispanic population. We represent our shared values and set priorities that foster positive relations, effective partnerships, and strategic initiatives to connect our community.

**Vision Statement**

A vibrant Hispanic community whose success, contribution, and culture enriches Idaho values and priorities.

**11321 W. Chinden Blvd.**  
**Building 2**  
**Boise, ID 83714**

**208-334-3776**  
[www.icha.idaho.gov](http://www.icha.idaho.gov)