



Advancing Excellence and Inclusiveness in Local Government

Board of Directors Meeting
April 9, 2021
 12:00-1:00 PM Eastern Time
 11:00 AM-12:00 PM Central Time
 10:00-11:00 AM Mountain Time
 9:00-10:00 AM Pacific Time
 Dial by Phone: +1 346 248 7799
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 Meeting ID: 408 221 8458

Agenda

LGHN Board of Directors

- Ray Gonzales**
President
- Samantha Tavares**
President-Elect
- Rolando Fernandez**
Immediate Past President
- Bob Harrison**
Vice President for Membership
- Aubrey Gonzalez**
Vice President for Professional Development
- Paulina Martinez**
Vice President for Career Advancement
At-Large Directors
- Carlos Baia**
- Noel Bernal**
- Maria DeLeon**
- Gricelda Estrada**
- Ramiro Inguanzo**
- Raoul Lavin**
- Ramiro Salazar**
- Patricia E. Martel**
Past ICMA Board Member

- Victor Cardenas**
ICMA Board Liaison
- Orlando Cruz**
ICMA-RC Liaison
- Gabe Rodriguez**
NACA Liaison

- A. Call to Order/Roll Call/Welcome**
- B. APPROVAL: Consent Agenda – Receive and Approve**
 - 1. Minutes for Board Meeting of March 12, 2021*
 - 2. Board Meeting Attendance Report for 2020/21*
 - 3. Financial Report through March 31, 2021*
- C. DISCUSSION/APPROVAL: Conference Update**
 - 1. March Committee Report *
 - 2. Conference Budget*
 - 3. Sponsorships Update*
- D. DISCUSSION/APPROVAL: International Committee Work Plan***
- E. DISCUSSION: How to Better Engage with LGHN Chapters**
- F. DISCUSSION: How to Better Engage with State Associations**
- G. INFORMATION UPDATE: ICMA-RC | MissionSquare Retirement**
- H. DISCUSSION: Topics for PM Magazine Article(s)**
- I. INFORMATION/UPDATES: LGHN Goals and Committee Activities**
 - 1. International
 - 2. Membership
 - 3. Fundraising/Scholarship Program
 - 4. Career Advancement Program
 - 5. Professional Development
 - 6. University Partnerships
- J. INFORMATION ITEMS**
 - 1. LGHN Board Meeting Schedule (item K below)
 - 2. REMINDER: Testimonials for ICMA & LGHN Memberships
 - 3. REMINDER: Contributions to LGHN Scholarship Fund
 - 4. REMINDER: Sign ad Return LGHN Board Commitment Forms
- K. Future Board Meeting Agenda Items**
 - 1. Management Partners Evaluation (May meeting)
 - 2. ICMA Contract with GARE
 - 3. Potential Agreement: Latino Leadership Institute
 - 4. Potential Agreement: National Association of Hispanic Federal Executives
 - 5. Website Tracking
 - 6. Social Media Tracking

*Supporting documents provided in board packet

L. Adjournment & Future Meeting Dates

1. Friday, May 7, 2021 – LGHN Board Meeting
2. Friday, June 4, 2021 – LGHN Board Meeting
3. June, 2021 – NFBPA Conference (virtual)
4. Friday, July 9, 2021 – LGHN Board Meeting (moved from July 2)
5. Friday, August 6, 2021 – LGHN Board Meeting
6. September 8-11, 2021 – LGHN Biennial Conference, Aurora, Adams County, CO
7. October 3-6, 2021 – ICMA Conference, Portland, OR
8. Friday, November 5, 2021 – LGHN Board Meeting
9. Friday, December 3, 2021 – LGHN Board Meeting



Board Meeting Summary March 12, 2021

Attendees: Ray Gonzales, President; Samantha Tavares, President-Elect; Rolando Fernandez, Immediate Past President; Bob Harrison, Vice President for Membership; Aubrey Gonzalez, Vice President for Professional Development; Paulina Martinez, Vice President for Career Advancement; At-Large Directors: Carlos Baia, Noel Bernal, Maria DeLeon, Gricelda Estrada, Ramiro Inguanzo, Raoul Lavin, Ramiro Salazar; Patricia E. Martel, Past ICMA Board Member; Victor Cardenas, ICMA Board Liaison; Orlando Cruz, ICMA-RC Liaison; and Gabe Rodriguez, NACA Liaison.

LGHN Staff: Karen Davis, Executive Director and Christine Butterfield

A. Call to Order/Roll Call/Welcome

The meeting was called to order at 9:05 am pacific standard time

B. APPROVAL: Consent Agenda – Receive and Approve 1. Minutes for Board Meeting of February 5, 2021 2. Board Meeting Attendance Report for 2020/21 3. Financial Report through February 28, 2021

Noel Bernal moved approval and

Paulina Martinez seconded

Passed unanimously

C. APPROVAL: 2021 Joel D. Valdez Award

Karen Davis introduced the topic and reminded the Board that Joel Valdez was a distinguished LGHN leader and also served on the ICMA Board of Directors.

Karen reminded the Board of Directors that prior the cancellation of last year's conference the Board selected Frances Gonzalez to receive the Joel Valdez award. She previously worked for the City of San Antonio and later served as a key staff member to the US HUD Secretary, Julian Castro. Frances also successfully led the fundraising efforts for the LGHN Biennial Conference when it was last held in San Antonio.

A number of Board members echoed their support for her selection. In addition, several said that they hoped she would be comfortable traveling to Aurora, CO to receive the award in person.

*Ramiro Inguanzo moved approval and
Carlos Baia seconded the motion
Passed unanimously*

D. DISCUSSION/APPROVAL: Conference Update 1. February Committee Report/Conference Format 2. Conference Budget (included in committee report) 3. Approval of Contract for Conference Artwork 4. Sponsorships Update 5. Allocation of 150 in-person registrations

Ray provided an overview of the Conference Committee discussions and shared the LGHN Conference will be a hybrid of in person and online sessions and events. He noted that the Governor of Colorado will likely increase the conference capacity caps in the spring. Currently, the state allows up to 150 people at conference events and that is what LGHN will plan for going forward. He also noted that the hope is that \$100,000 in sponsorships will be generated. So far, LGHN has secured sponsorships from the following:

- Amazon - \$25,000
- Adams County - \$25,000
- Cities of Denver and Aurora -\$20,000 (\$10,000 each)
- Ten cities within Adams County -\$10,000 (\$1,000 each)
- United Health Care -\$25,000

Karen also noted that ICMA plans to make its final decision about whether or not to hold a virtual, hybrid or in person conference sometime in May. Again, the ICMA Conference is scheduled to be held in Portland October 3 to 6, 2021.

Ray asked the Board for approval of the graphic design contract for the LGHN conference promotional materials. (Ray reminded the Board that the City of Aurora and Adams County partnered with an artist to paint a mural in a Latino neighborhood and elements of the mural will be used in the LGHN Biennial Conference marketing materials.)

*Ramiro Inguanzo moved approval
Ramiro Salazar seconded the motion
Passed unanimously*

E. DISCUSSION: ICMA Call for Speakers (<https://icma.org/articles/article/helpshape-2021-icma-annual-conference-program>)

Aubrey reminded the Board that the session topics and panels are due to ICMA on April 12. She also offered that Professional Development Committee hopes to connect with affiliate organizations to partner and host future trainings/webinars.

F. DISCUSSION: GFOA Conference Speakers (<https://www.gfoa.org/virtualconference-session-topics>)

Noel Bernal offered his community and its success using the COVID-19 crisis to make policy decisions to close financial gaps and catalyze new technological strategic plans.

Karen reminded the Board the Bob Harrison, Rolando Fernandez and Maria DeLeon serve on a GFOA task force and will be speakers on a panel at their conference to share the results of the GFOA taskforce review.

- G. DISCUSSION: Supporting Council Manager Form of Government in Austin** (Pat Martel)
(<https://www.statesman.com/story/news/2021/01/30/austin-mayor-strongcity-manager-city-council-city-government-format/4308872001/0>)

Pat Martel presented ICMA's position in support of the Council Manager form of government. Karen asked if the Board wanted to draft a letter of support as well. Pat agreed to share ICMA's op-ed piece. Karen also suggested that Management Partners staff would draft a letter in support of the Council Manager form of government and encouraged the Board to review it when they receive it and provide comments.

*Raoul Lavin moved approval and
Ramiro Salazar seconded
Passed unanimously*

- H. DISCUSSION: ICMA Reaffirmation of Diversity and Inclusion Programs** (Ray and Victor)

- I. DISCUSSION: PM Magazine Article(s):** *No discussion.*

- J. INFORMATION/UPDATES:** LGHN Goals and Committee Activities 1. International 2. Membership 3. Fundraising/Scholarship Program 4. Career Advancement Program 5. Professional Development 6. University Partnerships

- K. INFORMATION ITEMS** 1. LGHN Board Meeting Schedule (item M below) 2. REMINDER: Testimonials for ICMA & LGHN Memberships 3. REMINDER: Contributions to LGHN Scholarship Fund*Supporting documents provided in board packet 4. REMINDER: Sign and Return LGHN Board Commitment Forms 5. REMINDER: Identify "Leadership Legends" for SGR Webinars

The meeting adjourned at 10:05 am pacific standard time



2020-2021 IHN Board of Directors Board Meeting Attendance

Name	Jan 2020	Feb 2020	Mar 2020	April 2020	May 2020	June 2020	July 2020	Aug 2020	Sept 2020	Annual Meeting Oct 2020	Nov 2020	Dec 2020
Veronica Briseño	Present	Present	Absent	Present	Present	Absent	Absent	Present	Present	Present		
Rolando Fernandez	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Raymond Gonzales	Absent	Present	Absent	Present	Present	Absent	Absent	Present	Present	Present	Present	Present
Carlos Baia	Absent	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Raoul Lavin					Present	Present	Present	Present	Present	Present	Present	Present
Maria De Leon	Present	Absent	Present	Absent	Present	Present	Present	Present	Present	Present	Present	Absent
Bob Harrison	Present	Present	Present	Present	Present	Present	Present	Present	Present	Absent	Present	Present
Ramiro Inguanzo	Absent	Absent	Present	Absent	Present	Present	Present	Present	Present	Present	Present	Present
Claudia Lujan	Absent	Present	Absent	Present	Present	Absent	Absent	Present	Present	Absent		
Pat Martel	Absent	Absent	Present	Present	Absent	Present	Present	Present	Absent	Present	Present	Absent
Paulina Martinez	Present	Absent	Present	Present	Present	Present	Present	Absent	Present	Present	Present	Absent
Samantha Tavares	Present	Present	Absent	Present	Present	Present	Present	Present	Present	Present	Absent	Absent
James Vega	Absent	Absent	Absent									
Aubrey Gonzalez	Absent	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Ramiro Salazar	Present	Present	Present	Absent	Present	Present	Present	Present	Present	Present	Present	Absent
Gricelda Estrada										Present	Present	Present
Maria Hurtado	Present	Absent	Absent	Absent	Absent	Present	Present	Absent	Absent	Present		
Noel Bernal										Present	Present	Absent
Victor Cardenas										Present	Present	Present
Name	Jan 2021	Feb 2021	Mar 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Annual Meeting Sept 2021	Oct 2021	Nov 2021	Dec 2021
Raymond Gonzales	Present	Present	Present									
Samantha Tavares	Absent	Present	Present									
Rolando Fernandez	Present	Present	Absent									
Bob Harrison	Present	Present	Present									
Aubrey Gonzalez	Present	Present	Present									
Paulina Martinez	Absent	Present	Present									
Carlos Baia	Present	Present	Present									
Noel Bernal	Present	Present	Present									
Maria De Leon	Present	Present	Present									
Gricelda Estrada	Present	Present	Present									
Ramiro Inguanzo	Present	Present	Present									
Raoul Lavin	Present	Present	Present									
Pat Martel	Absent	Absent	Present									
Ramiro Salazar	Present	Present	Present									
Victor Cardenas	Present	Present	Present									

Note: Excused v. unexcused absences are not differentiated on the chart.

Local Government Hispanic Network
Profit and Loss
January - March, 2021

	Total
Income	
Direct Public Support	
Corporate Support	35,000.00
Scholarship	5,200.00
Total Direct Public Support	\$ 40,200.00
Other Types of Income	
Advertising Sales	10,050.00
Total Other Types of Income	\$ 10,050.00
Program Income	
Membership Dues	
Chapters	4,000.00
Corporate	1,000.00
Individual	1,935.00
Local Government	11,250.00
Total Membership Dues	\$ 18,185.00
Total Program Income	\$ 18,185.00
Sales	200.00
Unapplied Cash Payment Income	100.00
Total Income	\$ 68,735.00
Gross Profit	\$ 68,735.00
Expenses	
Business Expenses	
PayPal Fees	551.15
Total Business Expenses	\$ 551.15
Contract Services	
Outside Contract Services	23,464.00
Total Contract Services	\$ 23,464.00
Operations	
Computer Software	252.26
Printing and Copying	32.45
Supplies	53.88
Telephone, Telecommunications	155.26
Website	2,145.00
Total Operations	\$ 2,638.85
Other Types of Expenses	
Contributions	1,500.00
Insurance - Liability, D and O	858.00
Other Costs	107.53
Program Activities	
Facility Rental	5,500.00
Total Program Activities	\$ 5,500.00
Special Projects	5,000.00
Total Other Types of Expenses	\$ 12,965.53
Total Expenses	\$ 39,619.53
Net Operating Income	\$ 29,115.47
Net Income	\$ 29,115.47
 Bank balance as of 3/31/21	 \$ 105,559.84



LGHN Conference Planning Meeting Notes March 15, 2021

1. Program Format

Wednesday, September 8

Arrive if attending in person	Informal Meet & Greet	No Host Event
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Thursday, September 9 | 8:00 PT/9:00 MT/10:00 CT/11:00 ET

9:00 am MDT	Opening Keynote	
11:0:30 am MDT	Break	
9:45 am MDT	Two Concurrent Breakout Sessions	
11:15 am MDT	Break	
11:30 pm MDT	Lunch Keynote	
1:30 pm MDT	Two Concurrent Breakout Sessions	
2:45 pm MDT	Break	
3:00 pm MDT	Padrinos/Madrinas Platica	
5:00 pm MDT	Welcome Event/Watch Party	

Friday, September 10 | 8:00 PT/9:00 MT/10:00 CT/11:00 ET

9:00 am MDT	General Session Keynote	
11:0:30 am MDT	Break	
9:45 am MDT	Two Concurrent Breakout Sessions	
11:15 am MDT	Break	
11:30 pm MDT	Lunch Keynote	
1:30 pm MDT	Two Concurrent Breakout Sessions	
2:45 pm MDT	Break	
3:00 pm MDT	Closing Keynote and Business Meeting	
5:00 pm MDT	Awards/Annual Meeting/Watch Party	

Saturday, September 11 | 8:00 PT/9:00 MT/10:00 CT/11:00 ET

9:00 am – 12:00 pm	LGHN Board Retreat	
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Two-track breakouts each day.

2. Potential Program Sessions (4 sessions for each track)

The New Abnormal

- **Hybrid models for community and council/commission meetings.** Jurisdictions have found that public participation increased during the pandemic through the use of virtual meetings. How did jurisdictions make that adjustment? How do you sustain that momentum as they go back to in-person meetings? How do you make the meetings seamless for in-person and virtual participation? *David Street agreed to organize this topic and panel.*
- **Finance and budgeting.** Jurisdictions are adjusting to the need to include equity in budgeting strategies and service delivery. What are the strategies and practices that will enable more equitable allocation of resources within the context of service delivery to the community as a whole? *Christine and Karen will schedule a meeting with affiliates including GFOA and ask each to offer session topic and panel.*



- **Making Services More Relevant Through the Use of Data.** Models for collecting, analyzing and using data for decision-making and looking at data in different ways. How do you take decision-based on anecdotes and experience to useful models for implementation? *TBD*
- **Customer Service.** The City of Austin experienced increased productivity and customer service in the digital environment. What factors led to these increases and what practices can be put in place in a hybrid environment to maintain these levels of service? *TBD*
- **Public Safety.** Ask assistance of the LGHN professional development committee to assist in defining this session. *Christine to follow up with LGHN members.*
- **Other?**

Diversity, Inclusion & Community Connection

- **Community Cohesion.** How to create and maintain community cohesion in a virtual and in-person environment to ensure the issues and concerns of all populations are addressed? *TBD*
- **Organizational Environment.** How do you create an inclusionary environment within your organization so that young leaders are not marginalized? What strategies should you be using to create a safe space and encourage young professionals build confidence and actively contribute to meetings, policy development, etc.? *TBD*
- **Emerging Tools for DEI.** Based on experiences during the pandemic and BLM events of the last year, what are the new tools that are emerging in local government jurisdictions to openly and actively work with the community (e.g., Mesa's Nondiscrimination Ordinance)? *TBD*
- **Other**

Related Comments:

- These sessions need better definition and description.
- Other ideas? Ask chapters to discuss other ideas?
- Janice to reach out to NFBPA and CCCMA to ask them for input and to take responsibility for one of the sessions.
- Other affiliates to be asked to structure sessions are I-NAPA, GFOA, NACA. Christine is available to assist with these discussions.

3. Potential Keynotes (5 keynote sessions)

Potential Key Note Speakers

- Julian Castro: *Karen is working with Frances Gonzalez to contact his scheduling staff, has asked for him to speak at the awards session on Friday evening*
- Domonic Moreno, CO State Senator *Ray Gonzales to contact*
- Lynn Baca, Adams County Commissioner *Ray to contact*
- Isabelle Bully-Omictin, ICMA International Program *Christine and Karen to contact*
- Monica Marquez, CO Supreme Court *TBD*
- Other Potential Latina Speakers <http://magazine.latinastyle.com/latinas-today-17/>
 - Gisel Ruiz, former COO Walmart/Sam's Club *TBD*
 - Theresa Alvarado, Chair, California Water Commission (Karen has strong contact for her) *TBD*
 - Alice Rodriguez, Head of Community & Business Development, Managing Director at JPMorgan Chase & Co., Appointed to Chair of the United States Hispanic Chamber of Commerce *TBD*
- Chief of Staff for Denver Mayor *Ray Gonzales to contact*
- Local Hispanic Chamber Representative
- Christopher McDougall, Journalist and Author, *Born to Run (Marcus, Darlene-is this correct? TBD*



Themes

- Benefits of public service
- International opportunities (LGHN has recently established an international committee)
- Perseverance and endurance
- How the pandemic has affected women in the workforce

4. Working Schedule

- April 19 Committee Meeting:
 - Refine session titles and descriptions
 - Work with LGHN chapters, NFBPA, I-NAPA, NACA, GFOA, CCCMA to ask them to assist with one (or more) of the sessions
 - Identify potential speakers for the sessions, and assign committee members to make contact
 - Finalize keynote themes, potential speakers and assign committee members to make contact
- May 17 Committee Meeting
 - Bring confirmed list of speakers to the meeting for sessions and keynotes
 - Discuss rollout for marketing the conference
 - Discuss additional committee work plan leading up to the conference and frequency of meeting to finalize details
- June 4: Target for Registration

NEXT Meeting: April 19

Question to committee members: Should the number of breakout sessions be increased given the increase in in-person participants from 100 to 150, and the potential for further increases in the next few months? If so, how many would you recommend? We can make that decision at the next planning meeting, but it does mean that we need to develop recommendations for additional sessions between now and our next meeting.

LGHN 2021 Hybrid Conference Budget				
REVENUE	Estimated Attendance	Projected Revenue	Actuals	Notes
Registration				
In-Person	\$200	100	\$ 20,000	
Virtual	\$125	100	\$ 12,500	
Retirees	\$50	25	\$ 1,250	
Volunteers			\$ -	
Students	\$25	50	\$ 1,250	
Registration Total		275	\$ 35,000	
Sponsorships				
Sponsorships			\$ 115,000	
Exhibitors				
TOTAL REVENUE				
			\$ 150,000.00	\$ -
EXPENDITURES				
Hyatt Regency Hotel	Estimate	Actuals	Sponsor	Notes
Food and Beverage				minimum is \$20,000 + 24%
Host Committee Meet & Greet (Wed.)	\$ -			
Membership Meeting (Thurs.)	\$ -			
Welcome Reception (Thurs.)	\$ -			
Breakfast (Thurs.)	\$ 4,500			assumes 100 in-person
Luncheon (Thurs.)	\$ 4,500			assumes 100 in-person
Afternoon Break (Thurs.)	\$ 2,000			assumes 100 in-person
Breakfast (Fri.)	\$ 4,500			assumes 100 in-person
Luncheon (Fri.)	\$ 4,500			assumes 100 in-person
Afternoon Break (Fri.)	\$ 2,000			assumes 100 in-person
Gratuity	\$ 5,280			
Total	\$ 27,280	\$ -		
Outside Food, Beverage and Entertainment				
	Estimate	Actuals	Sponsor	Notes
Thursday Welcome Reception Entertainment	\$ -			
Friday Night Special Event	\$ -			
Saturday Closing Reception Food/Beverage	\$ -			
Saturday Closing Reception Entertainment	\$ -			
Outside Food and Beverage Subtotal	\$ -			
Complimentary Registrations				
	Estimate	Actuals	Sponsor	Notes
Assumes 10 in-person comps		\$2,000		
Assumes 15 Virtual comps		\$1,875		
Comp Registrations		\$3,875		
Registration Expenses/Supplies				
	Estimate	Actuals	Sponsor	Notes
Printing	\$ 100			posters/sponsor banners
Envelopes	\$ 100			
Badges	\$ 250			
Ribbons	\$ -			
Conference Bags	\$ 500			
Bag Giveaways/Swag	\$ 200			
PayPal Fees	\$ 500			
Registration Subtotal	\$ 1,650			
Keynote/Speakers				
	Estimate	Actuals	Sponsor	Notes
Honoraria	\$ 2,500			
Travel				
Gifts	\$ 1,000			
Keynote/Speakers Subtotal	\$ 3,500			

Venue/Technology/AV Equipment	Estimate	Actuals	Sponsor	Notes
Session Room rental (discounted)	\$ 2,000			
Session room equipment (discounted)	\$ -			Hotel cost \$3,000
Outside Hybrid Conference Coordinator	\$ 20,000			Can provide Spanish translations
Computer rental				In-kind frm City/County
Conference App	\$ 4,000			
AV Equipment Subtotal	\$ 26,000			
Printing	Estimate	Actuals	Sponsor	Notes
Banners, programs, signs, etc.	\$ 500			
Printing Subtotal	\$ 500			
Special Events	Estimate	Actuals	Revenue	Notes
Special Event (Thurs. am - tours)	\$ -			
Transportation	\$ -			
Special Events Subtotal	\$ -			
Advertising and Promotions	Estimate	Actuals	Sponsor	Notes
Mailing, Postage	\$ 150			
Social Media Ads	\$ 5,000			
Printing (sponsor and exhibitor packets)	\$ 1,000			
Advertising and Promotions Subtotal	\$ 6,150			
Professional Services	Estimate	Actuals	Sponsor	Notes
Graphic Design	\$ 5,000.00			
Sponsorship Coordinator				
Professional Services Subtotal	\$ 5,000.00			
Miscellaneous	Estimate	Actuals	Sales Revenue	Notes
Volunteer Shirts	\$ 375			25 shirts
Shirts to sell	\$ 750		\$ 1,250.00	50 shirts
Contingency (5-10%)	\$ 6,500			
Miscellaneous Subtotal	\$ 7,625			
TOTAL EXPENDITURES	\$ 81,580			
NET REVENUE	\$ 68,420.00			

Sponsor Requests

United Health Care	\$25,000	
Amazon	\$15,000	
City & County of Denver	\$10,000	
Adams County & City of Aurora	\$25,000	
Waste Management	\$5,000	
Republic Services	\$5,000	
City of Brighton	\$2,800	proceeds from 2015 conference
City of Brighton	\$1,000	
Adams County Cities		asking \$1,000 each (8 additional cities)
CCCMA	\$1,500	
5 private sector companies	\$25,000	\$5,000 each
Visit Aurora		TBD - will contribute
RJ Reynolds**		
	<hr/>	
	\$115,300	

** Board input re: making a request

LGHN International Subcommittee

Tuesday 3/23/21 & 4/6/21

Cintya Flores reported on the three approaches the ICMA International Committee has used in providing technical assistance to Latin America countries. The duration of involvement is also associated with describing each strategy. LGHN could pursue these strategies on parallel tracks.

- Short-term projects (one-off)
- Mid-term (5-year)
 - There are currently no projects in the pipeline
- Long-term (w/Champions)

Carlos suggested a certificate program similar to ICMA-CM where a well-rounded curriculum could be developed. This could be offered as a Pilot Project that would be developed with Mexico (Octavio) and Puerto Rico (Mickey).

- Promote professional management and related skill sets.
- Code of ethics
- Identify potential funding sources as part of strategy.

Aspects of the credentialing program would include:

- LGHN would “own” this program as an added value to ICMA
 - Use LGHN members’ expertise
- Training would be conducted in Spanish
- ICMA courses would be adapted (code of ethics, commitment to life-long learning, etc.)
- The program(s) would differ from ICMA in that they would be transactional certification courses rather than credentialing programs which require ongoing tracking.
 - Example: 6-month module-based training program with periodic refresher courses
 - Octavio has a version of this type of program with documents translated into Spanish

The credentialing pilot program will begin as both a short-term and mid-term objective that will move into the long-term as it becomes more refined. On an ongoing basis, some aspects of the credentialing program could fall into all three categories, depending on the level of training and credentialing desired.

The focus is shifting to the long-term strategy where a more well-rounded and impactful outcome is sought. This is more strategic and harder to sustain. By being more comprehensive and strategic, the projects may be less “hit and miss.”

Follow up items include:

- LGHN will continue to work with ICMA's Puerto Rican outreach to promote ICMA initiatives and the value of ICMA and local government, as well as short-term projects. ICMA is proposing funds in the next budget to create a video and assist with translations.
- Octavio and Mickey will be invited to the planning process to ensure that LGHN takes advantage of what is currently available and to assist in addressing the cultural differences between Mexico and Puerto Rico.
- Noel will follow up on partnership opportunities with the Mexico Institute at the Wilson Center in Washington D.C. They can be resources for education and research in assisting Mexico. Victor added outreach to the Baker Center at Rice University as a possible resource. <https://www.bakerinstitute.org/center-for-the-united-states-and-mexico/09:23:47>
- Raoul will provide updates and get input from the ICMA International Committee about opportunities to collaborate. Kelly McAdoo is supportive of a credentialing program and will follow up with Marc Ott and the committee about giving LGHN a standing position on the ICMA International Committee. She suggested that LGHN look at the Municipal Management Association of Northern California program as they have a streamlined credentialing program for mid-level managers and those with less than three years of local government experience. <https://www.mmanc.org/programs/cgl/>
- Once a strategy is developed, Carlos will reach out to the State Department to see how the committee might coordinate programs.
- Other resources include ICMA's student chapters and Veterans' Fellowship programs, which include a sizeable number of Hispanics. <https://icma.org/veterans-local-government-management-fellowship-vlgmf>

Follow-up from Cintya:

ICMA had previously discussed the idea of an academy/ credentialing program with ICAP. ICAP is an intergovernmental regional organization serving the Central American Region, created by the Governments of Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. Its fundamental purposes are the development of human resources of the governmental sector of the Region, the collaboration with member governments in the study and implementation of reforms to modernize public administration and promote Central American integration. ICMA signed an MOU with them in 2018. The MOU was intended to enable ICMA and ICAP to potentially join together to implement activities in support of good local government management. Again, as mentioned there was no further development done by ICAP or ICMA in part due to lack of funding, but perhaps something that LGHN and ICMA can pick up again based on the list of topic areas and interest as identified in the region below.

- Planeamiento Fiscal/ Financial Planning
- Recursos Humanos / Human Resources

- Marcos Legals en el contexto de municipios/Legal Frame Works
- Ética/Ethics
- Desarrollo social/ Community Engagement
- Desarrollo Urbano/ Urban Development
- Seguridad Pública/ Public Safety
- Servicios Públicos/ Public Services
- Prevencion de violence/ Violence Prevention
- Adaptacion a Clima/ Climate Adaptation
- Desarrollo economico / Economic Development
- Gerencia y gention municipal / General Management
- Planificaion/Planning
- * Disaster Management (while this was not on the original list, it is something that ICMA has been working on and has materials on as well as something that municipalities have had to deal with in recent times)

Resources shared by Noel:

<https://johnmaxwellteam.com/guatemala-transformed-update/>

<https://johnmaxwellteam.com/guatemala-transforming-national-leadership/>

<https://www.johnmaxwell.com/blog/a-visionary-journey-to-guatemala-with-equip/>

<http://www.ourglobaloutreach.org/transformation.html>