



Advancing Excellence and Inclusiveness in Local Government

Agenda
LGHN Board Retreat
September 11, 2021
8:00 am to 2:00 pm

Hotel pick-up at 8:00 am / breakfast and lunch included

LGHN Board of Directors

Executive Committee

Ray Gonzales

President

Samantha Tavares

President-Elect

Rolando Fernandez *Immediate*

Past President

Bob Harrison

Vice President

for Membership

Ramiro Inguanzo

Vice President

for Professional Development

Gricelda Estrada

Vice President

for Career Advancement

At-Large Directors

Carlos Baia

Past ICMA Board Member

Noel Bernal

Mariana Bojorquez

Maria DeLeon

Raoul Lavin

Ramón Pérez-Goizueta

Matt Rivera

Ramiro Salazar

Marcus Steele

Victor Cardenas

ICMA Board Liaison

Orlando Cruz

ICMA-RC Liaison

Gabe Rodriguez

NACA Liaison

A. Discussion of highs and lows of 2020 and 2021 (8:00 am to 9:00 am)

1. Accomplishments
2. Improvements
3. Board interests and ideas for 2022 and 2023

10-minute Break

B. Preview 2021 and 2022 LGHN Budget issues and opportunities for Board consideration November 2021 (9:10 am to 10:50 am)

1. Staffing/Management Partners contract
2. Website and membership management service agreement (discuss in greater detail later in the conversation)
3. Membership/chapter growth strategy
4. Committee work plans and member engagement
5. Multi-year corporate sponsorships
6. Scholarship development
7. Other

10-minute Break

C. Discuss initial review of membership management services and website enhancements (11:00 am to 12:00 am)

1. Review summary of options reviewed by staff
2. Website updates/enhancements/upgrades

30-minute Lunch

D. Preview the Long-range financial plan (12:30 to 1:00 pm)

1. Assumptions
2. Report distributed to the Board in October 2021

E. Other topics (1:00 pm to 1:50 pm)

1. Relationship with state associations

F. Wrap-up (1:50 pm to 2:00 pm)

G. Future meeting dates (no discussion)

1. October 3-6, 2021 – ICMA Conference, Portland, OR
 - a) October 3, 2021 – LGHN Dinner, Crystal Ballroom, Benson Hotel, Portland, OR
 - b) October 4, 2021 – LGHN/NFBPA/I-NAPA Joint Reception, Hyatt Regency Hotel, Portland, OR
2. Friday, November 5, 2021 – LGHN Board Meeting
 - a) Discuss updating membership categories and dues
 - b) Discuss fee changes
 - c) Review budget
 - d) Review long-range financial plan
 - e) Friday, December 3, 2021 – LGHN Board Meeting



LGHN Activities 2020

Professional Development Webinars: COVID-19

- **Local Government Issues and Resources for the COVID-19 Pandemic**
 - April 9, 2020: This webinar addresses health, well-being and resiliency during times of crisis? How can you sustain employees experiencing rapidly changing situations and their need to provide critical support to their communities? Panelists from across the country share their stories and answer questions about the most pressing issues facing LGHN members and provide information on the myriad resources available to local governments.
- **Webinar Series: Human Resources on the Front Line of the COVID-19 Pandemic**
 - April 29, 2020: Human resource professionals are providing critical support to local governments during the COVID-19 pandemic. Jurisdictions are hiring for essential services. With interviews occurring online, what are the skill sets necessary for conducting online interviews? What are the best practices to engage and ensure the wellness and well-being for employees working from home? What are the obstacles being encountered as local governments try to adapt to current crisis? Panelists from across the country share their stories and answer questions about human resource issues facing local governments.
- **Economic Development in the Midst of the COVID-19 Pandemic**
 - May 15, 2020: Economic and community development is vital to our communities. What can local government jurisdictions do to maximize the number of businesses that will survive the impacts of the pandemic? Who have local governments looked to as valuable partners in providing assistance to businesses? As communities "reopen," what appears to be working or not working? What will the "new normal" look like? Panelists from across the country share their stories and answer questions about economic development issues facing local governments.
- **The Difficult Road: How Local Governments Prepare to Reopen**
 - May 27, 2020: Communities are preparing to emerge from the pandemic and leaders must do so with the same care, if not more, that they did in managing through the crisis. Reopening will not happen overnight. Local government leaders across the US discuss what service delivery will look like, impacts to the community, what plans may change in the fall if there is a second wave, and what current practices will continue.
- **Maximizing CARES the Impact of CARES Emergency Aid Funds for Communities**
 - June 16, 2020: Who is eligible for CARES Act funding? What are the greatest needs of cities and counties? What are the greatest needs within communities? What are local governments and states doing to address these issues? Panelists share strategies, processes and best practices for how local governments are distributing this aid to create a greater impact within their communities.
- **How Technology is Shaping Service Delivery During COVID-19**
 - July 8, 2020: The pandemic has compelled local governments to turn toward digital technologies to respond to the crisis, relying more on digital communication channels and the internet. Governments have designed new apps and services while adhering to physical distancing guidelines. In some places, it has led to improvements in service delivery that they will carry post-pandemic. Local government professionals discuss how technology is being used more efficiently and the risks and drawbacks of reliance on technology.
- **The Two Pandemics: Systemic Racism and COVID-19**
 - July 16, 2020: Systemic Racism and COVID-19. This webinar features subject matter experts from local government who will share information on the disparate impact of COVID-19 on BIPOC (Black, Indigenous, and People of Color) communities and the longstanding racial disparities that have led to systemic and structural inequity. This collaborative event was coordinated by:

- International City/County Management Association (ICMA)
- Local Government Hispanic Network (LGHN)
- National Forum for Black Public Administrators (NFBPA)
- National League of Cities: Race, Equity And Leadership (NLC REAL)
- International Network of Asian Pacific Administrators (I-NAPA)
- National Association of County Administrators (NACA)
- **Financial Planning Basics for Financial Wellness**
 - July 23, 2020: Do You Have a Tailored Financial Plan in Place? Everyone can benefit from a financial plan that is tailored to individual needs and circumstances. A financial roadmap can motivate you to save money, help you meet your financial goals, and improve your overall financial security now and in the future. LGHN, NFBPA, I-NAPA and NACA are partnering with ICMA-RC for a webinar on financial planning basics presented by ICMA-RC Certified Financial Planner® professionals, followed by a roundtable discussion with seasoned professionals who will share their experiences with financial planning, layoffs and how they managed through it.

13. Completing the US Census During the Pandemic

- September 9, 2020: The Census Bureau has the difficult task of achieving a complete, accurate and fair count of the US population while protecting the health of census workers and the public. An accurate count is vital to the election process and to states and local governments that receive funding based on the census data. What are communities doing to encourage residents to comply with the census process? The coronavirus hits minority communities especially hard. That, along with the fear generated by immigration fears make the process even more challenging to avoid serious undercounting.

14. Develop and Sustain Your Professional Resilience

- October 15, 2020: It goes without saying: this is a difficult time for everyone. Many of us are experiencing increased feelings of anxiety, powerlessness, impatience, or frustration. There may also be fear or concern about scarcity or concerns about increased stigmatization or xenophobia. The feeling of uncertainty about the future is prevalent. Join us as we discuss how to navigate these emotions and tips from professionals of how to be resilient during this pandemic.

Career Development Webinars: Harnessing Your Potential

Strategic Government Resources, Ron Holifield, CEO

Mike Mowery, President of Servant Leadership Implementation at SGR

1. Evaluating Whether to Pursue a Job Opportunity
 - January 9, 2020: Part 3 of this webinar series homes in on key areas for consideration during the job seeking process including: qualifications and competitiveness, evaluating personal fit for organizational culture and life cycle, family impact, and career trajectory.
2. Preparing a Notable Resume and Transmittal Letter to Help You Become a Semifinalist
 - February 11, 2020: Part 4 of this webinar series will help prepare you to become a semi-finalist applicant by exploring the nuances of effective resume writing and memorable transmittal letters.
3. Responding to Questionnaires & Online Interviews to Help You Become a Finalist
 - March 12, 2020: Part 5 of this webinar series is intended to help you perfect your skills for online interviews and questionnaire responses by providing insight into these commonly used interview tools.
4. Interviewing Like a Boss
 - April 8, 2020: Part 6 in this webinar series focuses on mastering the art of the in-person interview through the following areas: 3 inches for the win – preparing your interview briefing book, developing a “leave behind”, the Open, the Close and everything in between.

5. Words from the Wise: An Interview with Raymond Gonzales, County Manager, Adams County, CO
 - June 3, 2020: Part 7 in this webinar series features an interview with Raymond Gonzales, County Manager, Adams County, CO provides insight into various job-search topics such as: what they are looking for in candidates, ways to prepare, and advice they would give to job seekers.
6. Words from the Wise: An Interview with Jorge Gonzalez, Village Manager, Bal Harbour, FL
 - June 9, 2020: Part 8 of this webinar series features an interview with Jorge Gonzalez, Village Manager, Bal Harbour, FL who provides insight into various job-search topics such as: what they are looking for in candidates, ways to prepare, and advice they would give to job seekers.
7. Case Studies in Effective Leadership
 - July 9, 2020: Part 9 of this webinar series explores and discusses open-ended case studies of situational leadership events to help develop the decision-making skills, the discernment, and the self-awareness of emerging leaders.
8. Servant Leadership: The Importance of Nurturing Healthy Relationships
 - Scheduled: August 13, 2020: Part 10 of this webinar series will highlight the importance of nurturing healthy relationships and will provide insight into how to successfully develop your relationships.
9. Servant Leadership: Leading Change & Executing with Excellence
 - Scheduled: September 10, 2020: Part 11 in this webinar series will examine how a servant leader initiates change and inspires teams to execute with excellence, all while maintaining healthy relationships among their colleagues.
10. Readers are Leaders: Finding the Time to Grow Your Mind
 - Scheduled: October 6, 2020: Part 12 in this webinar series will provide an overview of some helpful and inspiring books best suited for developing leaders.

Drop-in Calls

LGHN is conducting a series of “drop-in” calls on the zoom meeting platform as follow up to the webinars and on topics of interest to members. Members may join with video or by phone. Recorded calls are on the website as they are available.

1. June 25, 2020: Layoffs: How to Prepare Yourself and Pick Yourself Up
2. July 17, 2020: Racial Equity in the Workplace – How to Start the Discussion
3. July 24, 2020: Financial Planning Basics for Financial Wellness



LGHN Activities 2021
Updated September 10, 2021

I. Professional Development Webinars

- **Develop and Sustain Your Resilience (Encore)**
 - January 20, 2021: Webinar attendees heard about methods to build capacity, overcome obstacles, and survive crises and rapid change. LGHN facilitated a discussion with experienced professionals. Moderated by Maria De Leon (Gilroy, CA) and featured two former city managers, Pat Martel (Daly City, CA) and Alex Briseno (San Antonio, TX).
- **Racial Equity; Building Trust in Healthcare**
 - February 3, 2021: LGHN partnered with I-NAPA, NFBPA, NACA and ICMA in the first of a two-part series to discuss *Rebuilding Trust in Health Care*, featuring public health and community outreach subject matter experts, who shared perspectives on how to build trust in healthcare systems and services, with a specific focus on lessons learned in pandemic response.
- **Racial Equity: Vaccinations Strategies for Local Government Front Line Workers**
 - February 17, 2021: Part 2 of the webinar addressed challenges and strategies for vaccinating employees and their communities.
- **ICMA Ethics Webinar**
 - March 17, 2021: Response to Emergencies that Impact All Citizens: Rights of the Individual vs. Health and Welfare of the Community. How do Ethics play a role in emergency response? One way is in the determination of when the rights of the individual should be sacrificed to keep the entire community safe. What does that decision making process look like? And how does a community enforce such a mandate? The panelists focused on these ethical questions.
- **ICMA Skill Building Webinar**
 - April 21, 2021: Best Practices to Manage Public Spaces: One of the top ten things that residents want in their community is the ability to be close to nature. Community parks and other open spaces where people can gather outside are important to residents. Most of us would agree that these areas are good for the community and there are many different ways to use these spaces; however, there can be challenges in operating and maintaining them. Panelists gave best practices for managing public spaces.
- **Economic Development and Business Best Practices**
 - May 26, 2021: Economic development experts shared implementation strategies to successfully administer small business assistance programs to help support your local economies. Local government officials in Northern California discussed best practices and lessons learned in the development of business recovery programs. The panelists reviewed commercial rent relief, shop local gift card campaigns, and recovery grant programs as well as regional marketing strategies. The panel also discussed administrative programming challenges they faced and how each jurisdiction navigated solutions to address the unique needs of their business communities.

II. Career Advancement Webinars

- **West Michigan Chapter Webinar: Building a Strong Career Path**
 - February 25, 2021: This webinar discussed obstacles young professionals encounter, as well as advocates who can help along the way. Seasoned professionals reflected on their experiences as Latino professionals in government and shared lessons learned along their career path, advice, and what they look for now in future leaders as they hire and promote people in their departments.

- **Leadership Legends featuring interviews with successful local government leaders from our own communities (SGR Sponsored Webinar)**
 - March 11, 2021: Interview with Major Riddick.
 - April 28, 2021: Interview with Bert Lumbreras.
 - August 4, 2021: Interview with Dave Mora.
 - October 2021: Interview with Frances Gonzalez
 - December 2021: Interview with LGHN past president, president and president elect.
- **Phoenix Hispanic Network Replay of *How to be an Influential Leader***
 - May 13, 2021: Part 1 with live question and answer.
 - June 17, 2022: Part 2 with live question and answer.
- **Mesa Hispanic Network and LGHN**
 - July 29, 2021: Your Educational Journey

III. Affiliate Conference Sessions

- **NFBPA Summit:**
 - February 24-25: LGHN supported NFBPA’s virtual summit, *Building Blocks for a Better Future*. The summit focused on public health and strategies to address COVID-19.
- **AFI Govapalooza (Virtual) Conference**
 - March 15: NACA and LGHN presented a session on manager/elected official conversations resulting from social unrest and social justice issues.
 - CCCMA and LGHN presented a “Let’s Talk” session with Maria Hurtado and Raoul Lavin representing LGHN Madrinas and Padrinos.
- **NFBPA Virtual Conference June 22 – 25, 2021**
 - June 22, 2021: LGHN members along with national recruiters led a session agenda that included a combination of the presentation of best practices on social media best practices and how to avoid common mistakes to build your professional brand. The session included advice on how to manage social media personal profiles and avoid common mistakes; limit social media posting (and “likes”); distinguishing between public versus private photos, messaging, and posts; setting boundaries between your professional and personal life and discussion of best practices and sample guidelines.
 - June 24, 2021: LGHN, I-NAPA, NFBPA, NACA and ICMA in the third part of a 20210 series of conversations among local government and public health professionals to share lessons learned about new and unique methods to grow trust and promote confidence in the efficacy of COVID-19 vaccines, The session again featured public health and community outreach subject matter experts, who shared tactics to build trust in healthcare systems and services in pandemic response.

GFOA Annual Conference (Virtual): July 12-23, 2021

- July 21: GFOA and LGHN presented a session on strategic capital asset management.
- July 22: GFOA and LGHN presented budgeting for the unexpected and leveraging financial stress tests to promote resiliency.
- **LGHN Biennial Conference: September 9-10, 2021**
 - Conference included 15 dynamic session and six key note presentations over two days that provided both in person and virtual attendees.
- **ICMA Conference: October 3-6, 2021**
 - October 5: LGHN will host a session on the topic of leveraging the COVID pandemic to build financial sustainability through strategic planning efforts, capital improvement planning and seizing short term stimulus funds for further long-term financial health of public agencies. (Moderator and panel include, Bob Harrison, moderator; Noel Bernal, City Manager of Brownsville, TX and Monica Cepero, Deputy County Administrator of Broward County, FL)

- No Date: Submitted but not selected was a session about leadership resiliency that included the following LGHN members, Maria Solano, moderator; Gus Cordova, Vice President Mercer Group, NM; Frances Gonzalez, Asset Funders Director, San Antonio, TX; and Bert Lumbreras.

Madrinas/Padrinos 2021 Program Development

- Career Advancement Committee developed mentorship program guidelines and initial intake questionnaire March to July 2021
- Program kick-off at LGHN Conference 9/9 and 9/10
 - Conference program preview – *September 2021*
 - Open and close the program interest and member talent questionnaire – *September/October 2021*
 - Kick-off program – *October/November 2021*
 - Conduct mid-year program review including University partners – *February/March 2022*
 - Hold end of program celebration and reflections – *June 2022*

Other

- **Hispanic Heritage Month (Professional Development Committee)**
 - Prepared article that was shared with ICMA and LGHN members to encourage activities during Hispanic Heritage Month and share activities with others.

Local Government Hispanic Network
Budget vs. Actuals: 2021 Operating (no restricted accounts)
 January - December 2021

	Total			
	Actual	Budget		Year End
Income				
Direct Public Support				
Corporate Support	35,000.00		50,000.00	\$ 50,000.00
Individual Support			500.00	\$ 500.00
Total Direct Public Support	\$ 35,000.00	\$ 50,500.00	\$ 50,500.00	
Other Types of Income				
Advertising Sales	35,625.00		28,000.00	\$ 45,000.00
Miscellaneous Revenue	2,250.00		460.00	\$ 2,250.00
Total Other Types of Income	\$ 37,875.00	\$ 28,460.00	\$ 47,250.00	
Program Income				
LGHN Dinner Registrations	825.00		7,500.00	\$ 5,000.00
LGHN Dinner Sponsorships			5,000.00	\$ 1,000.00
Membership Dues				
Chapters	340.58			
Corporate	6,000.00		12,000.00	
Individual	1,300.00		2,000.00	
Local Government	3,525.00		4,500.00	
Total Membership Dues	19,500.00		14,250.00	
Total Program Income	\$ 30,665.58	\$ 32,750.00	\$ 32,000.00	
Total Program Income	\$ 31,490.58	\$ 45,250.00	\$ 38,000.00	
Special Events Income				
Special Events Contributions	1,500.00			\$ 1,500.00
Total Special Events Income	\$ 1,500.00	\$ 0.00	\$ 1,500.00	
Total Income	\$ 105,865.58	\$ 124,210.00	\$ 137,250.00	
Gross Profit	\$ 105,865.58	\$ 124,210.00	\$ 137,250.00	
Expenses				
Business Expenses			100.00	\$ 100.00
Business Registration Fees	80.00		80.00	\$ 80.00
Constant Contact	417.66		450.00	\$ 450.00
PayPal / Stripe Fees	1,200.66		1,300.00	\$ 1,300.00
Total Business Expenses	\$ 1,698.32	\$ 1,930.00	\$ 1,930.00	
Contract Services				
Accounting Fees	1,000.00		850.00	\$ 1,000.00
Outside Contract Services	81,594.25		75,000.00	\$ 100,000.00
Total Contract Services	\$ 82,594.25	\$ 75,850.00	\$ 101,000.00	
Operations				
Computer Software	692.10		625.00	\$ 700.00
Postage, Mailing Service	11.55		250.00	\$ 25.00
Printing and Copying	32.45		250.00	\$ 100.00
Supplies	53.88		75.00	\$ 75.00
Telephone, Telecommunications	1,585.38		2,200.00	\$ 2,200.00
Website	6,163.00		13,050.00	\$ 9,300.00
Total Operations	\$ 8,538.36	\$ 16,450.00	\$ 12,400.00	
Other Types of Expenses				
Advertising/Marketing Expenses			1,500.00	
Board of Directors Retreat				
Retreat			150.00	\$ 150.00
Total Board of Directors Retreat	\$ 0.00	\$ 150.00	\$ 150.00	
Contributions	1,500.00		3,000.00	\$ 1,500.00
Insurance - Liability, D and O	858.00		858.00	\$ 858.00
Other Costs	305.53		2,000.00	\$ 500.00
Program Activities				
Catering	1,200.00		12,500.00	\$ 10,000.00
Other Costs	19.81		1,000.00	\$ 20.00
Postage/Shipping			500.00	
Printing/Copy			500.00	
Stipends and Speaker Fees			500.00	
Total Program Activities	\$ 1,219.81	\$ 15,000.00	\$ 10,020.00	
Special Projects	5,000.00		5,000.00	\$ 5,000.00
Transfer to Scholarship Fund			5,000.00	

Total Other Types of Expenses	\$	8,883.34	\$	32,508.00	\$	18,028.00
Travel and Meetings						
Conf, Conv, Meeting-Nat'l				1,500.00	\$	1,500.00
Meeting Travel-Reg'l				500.00		
Total Travel and Meetings	\$	0.00	\$	2,000.00	\$	1,500.00
Total Expenses	\$	101,714.27	\$	128,738.00	\$	134,858.00
Net Operating Income	\$	4,151.31	-\$	4,528.00	\$	2,392.00
Other Income						
Prior Year Budget Surplus				15,797.17		
Total Other Income	\$	0.00	\$	15,797.17	\$	0.00
Net Other Income	\$	0.00	\$	15,797.17	\$	0.00
Net Income	\$	4,151.31	\$	11,269.17	\$	2,392.00

Tuesday, Aug 31, 2021 10:26:43 AM GMT-7 - Cash Basis

Local Government Hispanic Network
Budget vs. Actuals: 2021 all accounts
 January - August 2021

	Total			
	Actual		Budget	Year End
Income				
Direct Public Support				
Corporate Support	35,000.00		50,000.00	50,000.00
Individual Support			500.00	500.00
Scholarship	7,534.20		3,000.00	
Total Direct Public Support	\$ 42,534.20	\$	53,500.00	\$ 50,500.00
Other Types of Income				
Advertising Sales	35,625.00		28,000.00	45,000.00
Miscellaneous Revenue	2,250.00		460.00	2,250.00
Total Other Types of Income	\$ 37,875.00	\$	28,460.00	\$ 47,250.00
Program Income				
Conference Registration	5,975.00		50,000.00	25,000.00
Conference Sponsorship	25,357.31		115,000.00	75,000.00
LGHN Dinner Registrations	825.00		7,500.00	5,000.00
LGHN Dinner Sponsorships			5,000.00	1,000.00
Membership Dues	340.58			
Chapters	6,000.00		12,000.00	
Corporate	1,300.00		2,000.00	
Individual	3,525.00		4,500.00	
Local Government	19,500.00		14,250.00	
Total Membership Dues	\$ 30,665.58	\$	32,750.00	\$ 32,000.00
Total Program Income	\$ 62,822.89	\$	210,250.00	\$ 138,000.00
Special Events Income				
Special Events Contributions	1,500.00		\$	1,500.00
Total Special Events Income	\$ 1,500.00	\$	0.00	\$ 1,500.00
Total Income	\$ 144,732.09	\$	292,210.00	\$ 237,250.00
Gross Profit	\$ 144,732.09	\$	292,210.00	\$ 237,250.00
Expenses				
Business Expenses				
Business Registration Fees	80.00		80.00	80.00
Constant Contact	417.66		450.00	450.00
PayPal / Stripe Fees	1,264.93		1,300.00	1,300.00
Total Business Expenses	\$ 1,762.59	\$	1,930.00	\$ 1,930.00
Contract Services				
Accounting Fees	1,000.00		850.00	1,000.00
Outside Contract Services	81,594.25		75,000.00	100,000.00
Total Contract Services	\$ 82,594.25	\$	75,850.00	\$ 101,000.00
Operations				
Computer Software	692.10		625.00	700.00
Postage, Mailing Service	11.55		250.00	25.00
Printing and Copying	32.45		250.00	250.00
Supplies	53.88		75.00	75.00
Telephone, Telecommunications	1,585.38		2,200.00	2,200.00
Website	6,163.00		13,050.00	9,300.00
Total Operations	\$ 8,538.36	\$	16,450.00	\$ 12,550.00
Other Types of Expenses				
Advertising/Marketing Expenses			6,500.00	
Board of Directors Retreat				
Retreat			150.00	150.00
Total Board of Directors Retreat	\$ 0.00	\$	150.00	\$ 150.00
Contributions	1,500.00		3,000.00	3,000.00
Insurance - Liability, D and O	858.00		858.00	858.00
Other Costs	2,334.33		2,000.00	2,500.00
Program Activities				
Catering	17,700.00		67,712.00	35,000.00
IT/Video Services	13,869.50		30,000.00	30,000.00
Other Costs	3,162.13		17,500.00	5,000.00
Postage/Shipping			650.00	
Printing/Copy			2,000.00	2,000.00

Stipends and Speaker Fees	156.80		4,000.00	\$	158.00
Supplies			2,125.00	\$	2,000.00
Total Program Activities	\$ 34,888.43	\$	123,987.00	\$	74,158.00
Special Projects	5,000.00		5,000.00	\$	5,000.00
Transfer to Scholarship Fund			5,000.00		
Total Other Types of Expenses	\$ 44,580.76	\$	146,495.00	\$	85,666.00
Travel and Meetings					
Conf, Conv, Meeting-Nat'l			1,500.00		1,500.00
Meeting Travel-Reg'l			500.00		500.00
Total Travel and Meetings	\$ 0.00	\$	2,000.00	\$	2,000.00
Total Expenses	\$ 137,475.96	\$	242,725.00	\$	203,146.00
Net Operating Income	\$ 7,256.13	\$	49,485.00	\$	34,104.00
Other Income					
Prior Year Budget Surplus			15,797.17		
Total Other Income	\$ 0.00	\$	15,797.17	\$	0.00
Net Other Income	\$ 0.00	\$	15,797.17	\$	0.00
Net Income	\$ 7,256.13	\$	65,282.17	\$	34,104.00

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LGHN COMMITTEES

Professional Development Committee: The Vice President for Professional Development chairs the committee. The committee provides for professional development in four areas: 1) oversight and enhancements to the LGHN Madrinas/Padrinos coaching program; 2) develop LGHN sponsored webinars and leverage webinars conducted by affiliate organizations; 3) support the development of regional/national events and workshops; and 4) provides oversight for the LGHN biennial conference and develops conference sessions for presentation at the ICMA, NFBPA, NACA and other national conferences. ***Chair: Ramiro Inguanzo, Village of Bal Harbour, FL***

Career Development Committee: The Vice President for Career Development chairs the committee. This newly established committee will work with executive search firms and human resource professionals to enable members to develop skills in resume writing, interviewing, and presentations. The vision is to create regional meetings, webinars, and one-on-one interaction so that members can increase their competitiveness and move into leadership positions in local government. ***Chair: Gricelda Estrada, City of Grand Rapids, MI***

Membership Committee: The Vice President for Membership chairs the committee. The committee develops an annual strategy for individual and institutional membership recruitment and renewals; promotes and supports the creation of formal LGHN chapters; develops outreach and support to ICMA university chapters; develops and supports ambassador program for new members; and recommends annual dues structure to the LGHN Board of Directors. ***Bob Harrison, City of Yakima, WA***

Communications Committee: The President appoints the chair of the committee. The committee promotes the organization through various outreach efforts, including social media, internet and printed publications; assists with the development of promotional brochures and other media to market LGHN; prepares routine communications to the membership; monitors and updates website with current information; works with other committees to develop enhancements to the website; and coordinates articles for ICMA newsletter, PM Magazine and other national publications. ***Co-Chairs: Gabe Rodriguez, Adams County, CO and Angelita Palma, City of National City, CA***

Fund Development Committee: The Immediate Past President chairs the committee. The committee assists with formulating and implementing organizational income strategies to support regional events; national conferences and events, including the annual dinner at the ICMA conference; scholarships/stipends to assist young professionals attend regional and national events; and LGHN operations. The committee assists in identifying potential sponsors, with LGHN staff providing specific follow-up. ***Chair: Rolando Fernandez, City of Austin, TX***

University Partnerships: The President appoints the chair of the committee. The committee is comprised of practitioners and academics. The committee is developing strategies to increase the number of practitioners in the classroom and to increase the number of people of color in the local government profession. The committee is also working with NFBPA to identify mutual issues for research in partnership with universities; identifying LGHN members to serve as liaisons to ICMA university chapters; and developing strategies to link students to the LGHN Madrinas/Padrinos coaching program. ***Chair: Jesus Nava, Retired and Monica Hudson, University of San Francisco***



**Local Government Hispanic Network (LGHN)
Board of Directors' Retreat
Held September 11, 2021**

September 2021

**Management
Partners**



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LGHN Board of Directors Retreat Report

Board Retreat Overview

Members of the LGHN Board met on Saturday, September 11, 2021, from 8:00 a.m. to 2:00 p.m. to conduct a review of the previous year's accomplishments and discuss upcoming workplan for the year and long-term goals. The Board met at the Adams County Government Center in Brighton, Colorado. The agenda and key discussion points are summarized in this report.



Agenda

- A. Overview of the day
- B. Review recent accomplishments
 - 1. Accomplishments
 - 2. Improvements
 - 3. Board interests and ideas for 2022 and 2023
- C. Discussion of future opportunities
 - 1. Staffing/Management Partners contract
 - 2. Website and membership management service agreement (discuss in greater detail later in the conversation)
 - 3. Membership/chapter growth strategy
 - 4. Committee work plans and member engagement
 - 5. Multi-year corporate sponsorships
 - 6. Scholarship development
 - 7. Relationship with state associations
 - 8. Other

- D. Discuss initial review of membership management services and website enhancements
 1. Review summary of options reviewed by staff
 2. Website updates/enhancements/upgrades
- E. Preview the long-range financial plan and review budget issues and assumptions for 2021 and 2022
 1. Assumptions regarding the 2021 and 2022 budget cycles
 2. Plan distributed to the Board in October 2021
- F. Wrap up

LGHN Board of Directors in attendance

- Raymond Gonzales, President/Executive Committee
- Rolando Fernandez, Immediate Past President/Executive Committee
- Samantha Tavares, President-Elect/Executive Committee
- Ramiro Inguanzo, Vice President for Professional Development/Executive Committee
- Bob Harrison, Vice President for Membership/Executive Committee
- Gricelda Estrada, Vice President for Career Advancement/Executive Committee (*via Zoom*)
- Carlos Baia, Past ICMA Board Member
- Noel Bernal, Director at Large
- Mariana Priscilla Bojorquez, Director at Large (*via Zoom*)
- Raoul Lavin, Director at Large
- Ramón Pérez-Goizueta, MBA, Director at Large (*via Zoom*)
- Matt Rivera, Director at Large
- Ramiro Salazar, Director at Large
- Marcus Steele, Director at Large

LGHN Board of Directors not in attendance

- Maria De Leon, Director at Large

LGHN Staff

- Karen Davis, Executive Director
- Christine Butterfield, LGHN staff

Workshop Preparation

In preparation for the retreat, staff prepared an agenda and PowerPoint presentation to guide the discussion. Both documents are available at the LGHN website.

Opening Comments

The Board President opened the meeting and welcomed the attendees. He invited the Board to share reflections of the 2021 LGHN Biennial Conference to kick-off the retreat. Ray then turned the meeting over to Karen Davis to provide an overview of the retreat agenda and recent LGHN accomplishments.

Review of Recent Accomplishments

Karen Davis, the Executive Director, verbally summarized the documentation of accomplishment and results over calendar year 2020 and 2021. The accomplishments include:

- Membership grew from 400 to 836 (and expected to grow to 1,000 in 2022)
- Career Advancement Committee
 - Designed structured mentorship program
 - Kick-off planned October 2021 and program will run through June 2022
- Creation of *new* International Committee
- Professional Development Committee
 - 2020 offered 14 original content webinars and 10 collaborative sessions with Strategic Government Resources
 - 2021 offered 10 original content webinars and collaborated with NFBPA, I-NAPA, GFOA and ICMA to provide six additional webinars
- LGHN Biennial 2021 Conference Committee
 - Developed hybrid program with 15 sessions, five keynote presentations and an array of networking events
 - 100 attendees (of these 27 virtual)
- Kick-off LGHN Biennial Conference planning for 2023

The Board discussed and acknowledged the accomplishments presented by staff over the past two years.

Discussion of LGHN Future Opportunities

Each Board member then shared their thoughts about upcoming opportunities to include on the LGHN work plans. The opportunities are listed below.

1. LGHN value proposition
 - a. Think through member capacity as we plan for the future
 - b. Clarify the purpose of LGHN
 - i. Vision
 - ii. Mission
 - iii. Value Statement
 - c. Find a way to connect with previous members
 - d. Consider outreach to large companies through diversity equity and inclusion programming
 - e. Outreach to Hispanic elected official

2. Consider creating a strategic plan and explore other partners to include and build new relationships
 - a. Better define relationships with and opportunities for participating in programs offered by LGHN affiliates (NFBPAA, I-NAPA, NACA, GFOA)
 - b. Engage affiliates (i.e., NFBPA, INAPA, NACA & GFOA) in a discussion of methods and contacts to grow staff associations
 - c. Develop program to stay connected with retired LGHN members
3. Review and update committee responsibilities and goals for 2022; set schedule for meetings.
4. Develop an agenda and schedule an ICMA leadership meeting with LGHN after the ICMA conference
 - a. Develop an agenda along with a strategy to engage ICMA in a focused discussion of diversity equity and inclusion conversation and outcomes
 - b. Kick off joint membership drive
 - c. Discuss funding assistance from ICMA
 - d. What does it mean to be an 'affiliate' of ICMA?
 - i. Review agreement terms
 - ii. Establish expectations of ICMA
 - e. Participate in ICMA program
5. Track membership growth and report results to the Board of Directors and members regularly
6. Establish Chapter Advisory Council Committee
 - a. Develop strategic plan to engage chapters on an ongoing basis
 - b. Recognition for chapters that have been active
7. Prepare thank you letters to committee members for their services over 2020/2021
8. Improve social media platform
 - a. Communications strategy including marketing and branding (Marcus Steele offered staff from City of Mesa to assist)
 - b. Post webinars and training sessions on website by theme if recorded
9. Review and update the Board of Directors commitments
 - a. Attendance at webinars
 - b. Promote webinars, trainings, and conferences
 - c. Post the same information on LinkedIn and other communication mediums
 - d. Attend trainings and webinars
 - e. Consider adding professional development opportunities to personal calendars
 - f. Offer and agree to serve on webinar and conference panels
 - g. Consider member sponsor approach
10. Target membership outreach to Hispanic city managers

11. Target membership outreach to states and chapters
 - a. Florida
 - b. Colorado
 - c. Western Michigan
 - d. Texas
 - e. California
 - f. Work with NACA and NACO to grow membership of counties
 - g. Illinois and work through Northern Illinois University
 - h. Kansas and work through Kansas University
12. Improve state association membership partnerships (i.e., M.O.U.s)
13. LGHN Board engagement of school chapters and other state programs add to board commitments
14. Foster youth/student engagement through various resources including,
 - a. ICMA fellows
 - b. ELGL inspire
 - c. Tap non-traditional programs
 - d. Interested universities/colleges
15. Plan 10-year conference schedule
 - a. Brownsville, TX (BTX 2022 – virtual half session as part of the annual meeting on off-conference years)
 - b. Orlando/Miami – 2023
 - i. Explore cancellation of Orlando location
 - ii. Board authorized terminating the contract if it's less than \$6,000
 - iii. Check availability of facilities in the Miami Beach area
 - iv. Raoul, Ramiro, Sam, Carlos, Victor agreed to assist with research to find a new Florida location near the Miami Beach area. In addition, the group will work to promote and enroll statewide professionals to attend and participate in the planning of the 2023 conference and sessions. Ramiro requested that LGHN select a regular time for the biennial conference that doesn't conflict with other annual conferences such as ICMA, APA, APWA or GFOA.
 - c. Yakima, WA – 2025
 - d. San Antonio, TX
 - e. Grand Rapids, MI
 - f. Portland, OR
16. Offer forums, other conferences and ensure LGHN representation at each (include in the Board of Directors' Commitments)

Discuss Membership Management Services and Website Enhancements

Karen asked Christine to walk through the data collected pertaining to the assessment of membership management software and services. The figure below displays the array of applications available to LGHN.



Christine walked through the overview of the system functionality requirements and the results of the preliminary service provider assessment as well as reference checks. The membership management service providers reviewed are listed in the table below.

Software	Fee Model	Monthly Cost	Annual Cost	Initial Setup Fees	Reference Comments
Your Membership	Total contacts	<ul style="list-style-type: none"> \$385 Annual contract 	\$4,620	\$2,890	<ul style="list-style-type: none"> Little assistance with initial setup and data transition. Ongoing support is poor.
i4a	Number of licenses	<ul style="list-style-type: none"> \$99 Month to month 	\$3,876 (based on 12 months of service plus \$1,500 flat fee)	\$2,799	<ul style="list-style-type: none"> Provided a good plan for initial setup and data transition. Good ongoing support. Reference said this is a smaller company. Plan to talk with another reference.
iMIS	Requires three licenses	<ul style="list-style-type: none"> Paid annually. Three-year contract Normal cost is \$235/user/mo. 	\$8,310 (slightly discounted rate) includes required \$810 for a learning subscription annually. Cost increases 2.9% each year.	\$8,500	TBD
<i>Pending reference checks for all to be completed through September 2021.</i>					

She noted that staff will continue to review the service options and present a final recommendation to the Board of Directors in October or November 2021. The Board did not ask any clarifying questions and encouraged staff to continue the assessment process.

Preview the Long-Range Financial Plan and Review Budget Issues and Assumption for 2021 and 2022

Karen and Christine walked through the steps staff has taken to date to prepare the foundational information to develop the long-range financial plan. Karen shared several assumptions regarding the current and next year's budget cycle and requested Board input related to each. The issues and assumptions are listed below.

The 2021 budget amendment will include:

- Amendment to the Management Partners' service agreement as it is estimated to exceed 2-year budget
- Revenue transfer will be necessary from 2021 Biennial Conference to augment operational revenue deficit
- Consider entering into a mid-year website/membership management service contract to improve operational efficiency

The 2022 budget modifications will include:

- Consider transitioning to a two-year budget cycle that aligns with the LGHN Board President term
- Growth in membership is expected in 2022 and beyond
- Consider an update to LGHN membership and job posting rates (no record of fee adjustment in recent history)
- Continue and enhance scholarship fund
- Explore new corporate support (as ICMA-RC likely to decline through 2025)
- Review the 2022 – 2023 LGHN budget at the Board of Directors meeting November 5, 2021

Karen reminded the Board of Directors that a draft of the long-range financial forecast will reflect the assumptions noted above and the plan will be prepared for their review in October. The information will also be included for consideration as part of the November LGHN Board Meeting agenda.

Rolando requested that the Board consider creating a strategic fundraising plan to attract LGHN sponsors to address long term revenue needs. Rolando offered to lead the effort.

Wrap Up

Christine asked each of the Board members to share a one-word reflection from the day. They are listed below.

- Relieved
- Inspired
- Encouraged
- Focused
- Energized
- Engaged
- Refreshed
- Hopeful
- In-person/
connected
- Synergized

The LGHN Board of Directors gathered for a group photo and the retreat concluded at 2:00 p.m.