



LGHN 2022 Board Retreat Agenda
GFOA Headquarters
203 N. LaSalle Street, Suite 2700
Chicago, IL

November 5, 2022
8:00 am to 2:00 pm CT

(Meet in Hyatt Lobby at 7:30 am and Walk to GFOA Headquarters)

8:00 am **Gather and Light Breakfast**

8:30 am **Review Agenda and Workshop Ground Rules**

8:45 am **DEI Training and Workshop**

15-minute Break at 9:45 am

11:00 am **Approval of the DEI Implementation Action Plan**
Approval of the MissionSquare Sponsorship Agreement for 2023
Review, Discuss and Approve Updates to the LGHN Bylaws
Approval of LGHN's Representative to the ICMA Nominating Committee

Working Lunch at about 11:45 am

12:00 pm **Review and Discuss 2022 Board Workplan and Priorities for 2023**

15-minute Break at 1:00 pm

1:15 pm **Discuss the Future of the Baker Tilly (Formerly Management Partners) and LGHN Relationship along with the 2022 and 2023 Contract**

Adjourn at 2:00 pm



Diversity, Equity, and Inclusion Policy

WHAT

As members of the Local Government Hispanic Network (LGHN), we adhere to our organizational mission and objectives. In addition, we abide by the ICMA Code of Ethics, serve all members, facilitate representative governance, and are guided by the principles of servant leadership. Moreover, we embrace, encourage, and respect our members' differences in age, color, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our members unique.

LGHN's members believe that a core function of the organization is to provide tools, resources, and training to build local governments and our members' capacity and competency to deliver high-quality community outcomes with compassion and empathy by aligning our performance with our commitment to diversity, inclusion, and equity. We define these terms as follows:

- **Diversity.** We recognize and honor individual differing interests, values, experiences, knowledge, and strengths and see them as a critical asset to our vocation and the delivery of meaningful results to our members and the communities we serve.

- **Equity.** As public servants, we define equity as the quality of being just, leveling the playing field, creating shared opportunities, advantage, consideration, or latitude to all parties.
- **Inclusion.** Our association defines inclusion as the purposeful intent to embrace all people, including those who may be excluded or marginalized by race, gender identity, sexual orientation, ability, national origin, political affiliation, and other characteristics that make our members unique.

WHY

LGHN is committed to fostering, cultivating, and preserving a culture of diversity, inclusion, and equity in all aspects of our work. The collective sum of each of our differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talents that our members invest in their communities and our organization represents our culture, reputation, mission, and results.

HOW

LGHN will provide opportunities for member training and dialogue to facilitate our members shared learning and development, including:

- Provide and support cultural competency and unconscious bias workshops.
- Share tools and techniques to facilitate member learning, growth, curiosity, and development.
- Distribute a member commitment statement.
- Engage service providers and affirm their dedication to diversity, equity and inclusion aligned with LGHN's commitment.
- Assist members to identify resources to facilitate cultural competency dialogues in a safe place and community engagement.
- Practice diversity, equity, and inclusion individually as well as explore new ways to become an ally within our communities and organizations that we serve and agencies and affiliates of ICMA.



Diversity, Equity, and Inclusion Policy
DRAFT Implementation Plan
Updated August 22, 2022

HOW

LGHN will provide opportunities for member training and dialogue to facilitate our members shared learning and development, including:

- Providing or supporting cultural competency and unconscious bias workshops;
- Sharing tools and techniques to facilitate member learning, growth, and development;
- Distributing a member commitment statement;
- Engaging service providers and affirm their dedication to diversity, equity and inclusion aligned with LGHN's commitment;
- Assisting members to identify resources to facilitate cultural competency dialogues in a safe place and community engagement; and
- Practice diversity, equity, and inclusion individually as well as explore new ways to become an ally within our community and organizations that we serve and agencies and affiliates of ICMA.

Goal One: Support cultural competency (unconscious bias) and offer **workshops to members**

| Actions | Owner | Timeframe |
|---|-------|-----------|
| <p>1. Develop a panel workshop/presentation (LGHN members and their community members) and partner with local government associations and leverage the leadership perspective and variety of strategies to implement programing and organization culture changes</p> <ul style="list-style-type: none"> • NFBPA • I-NAPA • CivicPride • NACA • Women Leading Government • Size of jurisdiction • Include outcomes and key performance metrics • Include participant survey to inform the Board and frame engagement during the session | | |
| <p>2. Identify, secure, and share assessment tools to assess individual core competencies align through an equity lens (continue to leverage corporate sponsors to assist)</p> | | |
| <p>3. Host cultural events at the regional and biennial conferences</p> | | |
| <p>4. Administer DEI member survey to learn how individuals are serving organizations and community members</p> | | |

Goal Two: Gather DEI case studies, best practices, tools, and techniques to **enhance the LGHN website/webpage** for members and nonmembers to access

| Actions | Owner | Timeframe |
|--|-------|-----------|
| <p>1. Identify, secure, and share organization assessment tools (i.e., reduce barriers to MBE/WBE/DBE) similar to the City of Austin, TX in partnership with the University of TX</p> <ul style="list-style-type: none"> • Recorded webinar • Tools and templates | | |

| | | |
|---|--|--|
| <ul style="list-style-type: none"> • DEI action plan • Explore demographic alignment | | |
| 2. Create webpage including the policy and best practice links along with Biennial conference award winners | | |
| 3. Create phasing/array of program tools <ul style="list-style-type: none"> • Definition of terms • Program types • Related tools • Metrics/outcomes | | |
| 4. Develop tools by local government functions <ul style="list-style-type: none"> • CMO (organization (mission, vision, and values), performance expectations/reviews) • HR • Finance • PW • CD • Demographic alignment | | |
| 5. Gather tools and share with members how communities are assessing community needs and interests of vulnerable and disadvantaged community members <ul style="list-style-type: none"> • Community member assessment of needs • Develop plan • Propose for inclusion in the local government budgeting process • Include outcomes and key performance metrics • Tallahassee, FL; Vallejo, CA; Miami/Dade Co, FL; other | | |
| 6. Collect and share case studies in jurisdiction developing and applying best practices (and add links to the LGHN website) | | |
| 7. Add an award to the Biennial Conference: <i>Diversity, Inclusion and Equity Award</i> (jurisdiction and individual) | | |

Goal Three: Share, circulate and **enroll members** in the new policy

| Actions | Owner | Timeframe |
|--|-------|-----------|
| <p>1. New member packet</p> <ul style="list-style-type: none">• Members complete commitment statement• Engage the Board in facilitated DEI workshop at the annual Board retreat• Require periodic DEI workshops (conduct at annual membership meeting, biennial conference, webinar, recorded videos)• Other | | |
| | | |



TO: MissionSquare Retirement

**ATTN: Regina Hargraves, Senior Manager Industry & Association Relations
Orlando Cruz, Senior Vice President, Chief Growth Officer**

DATE: November 7, 2022

**RE: Local Government Hispanic Network (LGHN) request for sustaining
corporate funding for CY 2023**

LGHN values its ongoing, positive relationship with MissionSquare Retirement and intends to continue to grow this relationship to enhance the mutual benefit to both organizations. LGHN looks forward to continuing discussions with MissionSquare Retirement staff about ways to strengthen our relationship, including continuing the following strategies:

- Appointing a MissionSquare Retirement **liaison to the LGHN Board of Directors.**
- Identifying enhanced strategies for MissionSquare Retirement to **educate LGHN** members about retirement products available to them.
- Increasing involvement of MissionSquare Retirement staff on **LGHN committees.**
- Providing **complimentary registrations** to LGHN events.
- Strengthening networking opportunities between LGHN and member agencies of MissionSquare Retirement, as well as **introducing LGHN to MissionSquare Retirement corporate partners.**

On behalf of the LGHN Board of Directors, I look forward to hearing from you soon. If you have any questions, please contact our team at 510-761-4440 or at cbutterfield@LGHN.org.

Sincerely,

Samantha Tavares
President
Local Government Hispanic Network

cc: Christine Butterfield, Executive Director and LGHN Board of Directors



**Local Government Hispanic Network
CY 2023 Request for Sustaining Investment
MissionSquare Retirement**

| | |
|--|---|
| Agency Name: Local Government Hispanic Network (LGHN) | |
| Address: 1730 Madison Road, Cincinnati, OH 45206 | |
| Phone: 408-392-0232 or 513-861-5400 | |
| Contact for this Proposal: Christine Butterfield, LGHN Executive Director | |
| E-mail: cbutterfield@LGHN.org | |
| AMOUNT REQUESTED: \$50,000 | |
| Christine Butterfield LGHN Executive Director | MissionSquare Retirement |
| Signature: Date: | Signature: Date: |



LGHN Sustaining Investment Request CY 2023

I. Organization Description

The Local Government Hispanic Network (LGHN) is a nonprofit 501 (c) (3) local government professional association. LGHN began in the 1970s, established as an affiliate of the Local Government City/County Management Association in 1991, and incorporated in May 2001. LGHN is dedicated to serving and managing communities by promoting professional excellence among Hispanic/Latino executives and public managers in local government. Further, the LGHN works to assist all local government managers of communities with Hispanic/Latino residents to enhance the quality of life of their Hispanic/Latino populations.

A. Mission

The purpose of this association is to encourage professional excellence among Hispanic/Latino local government administrators and those local government officials working in communities with significant Hispanic/Latino populations, to improve the management of local government, to provide unique resources to Hispanic/Latino local government executives and public managers, and to advance the goals of professional, effective, and ethical local government administration.

LGHN objectives include:

- Assisting communities to enhance the quality of life of Hispanic/Latino populations.
- Increasing Hispanic/Latino participation in local governance by improving their access to local governments.
- Promoting the local government profession within the Hispanic/Latino community,
- Sharing knowledge, information, and experience among the members of LGHN,
- Encouraging continued education and training in local government administration.
- Developing and maintaining professional associations with organizations such as the Local Government City County Management Association to assist the Network and those organizations achieve their common goals and objectives.
- Soliciting and receiving funds from the private sector, foundations, or federal, state, and local governments to promote and implement the Network's general goals and objectives.
- Forming strategic alliances (formal and informal) with other Hispanic/Latino professional organizations, and corporate and foundation partners, as well as



actively developing and maintaining a professional association with other organizations that share similar goals.

B. Governance and Members

LGHN’s corporate structure includes a sixteen-member Board of Directors, staff, and systems to manage the broad range of services it provides. LGHN raises public and private funds to carry out its mission and objectives. LGHN has approximately 1,000 members and is growing, with more than twenty local government memberships and two regional and three statewide chapters. Membership growth will continue this year and it’s anticipated that by mid-2023, LGHN chapters will include large jurisdictions and several statewide chapters. The current and forming chapters are listed below.

- City of Phoenix, AZ
- City of Mesa, AZ
- City of Glendale, AZ
- City of Scottsdale, AZ
- Washington, DC
- Central Texas (including the cities of Austin and San Antonio, TX)
- Oregon
- Illinois
- Florida
- Colorado
- Washington
- New Mexico and
- California

C. Affiliates and Partners

LGHN works closely with its partners to expand the reach of the services that it provides, enhances the services provided to its members and leverages resources. Our partners and affiliates include the following:

- International City/County Managers Association (ICMA)
- National Forum for Black Public Administrators (NFBPA)
- National Association of County Administrators (NACA)
- International Network of Asian Public Administrators (I-NAPA)
- Government Finance Officers Association (GFOA) and
- MissionSquare Retirement (as contemplated in this agreement)

II. Sustaining Investment Request Overview

The Local Government Hispanic Network (LGHN) requests financial support in the amount of \$50,000 for CY 2023.



A. Use of Funds

As in past years, LGHN will invest MissionSquare funds in operations to cover staff time to:

- Deliver member webinars
- Administer the Madrinas y Padrinos mentorship program
- Develop and deliver sessions and events at national and regional conferences
- Manage and grow new memberships and chapters
- Foster relationships with corporate sponsors
- Augment collaboration and leverage partnership with current and future affiliates
- Advance the LGHN Board of Directors' annual work plan goals
- Grow cultural competency of members and nonmembers and
- Celebrate Hispanic/Latino culture

B. Roles and Responsibilities of LGHN and MissionSquare Retirement

LGHN and MissionSquare Retirement have a long history of collaboration. LGHN looks forward to continuing, enhancing, and strengthening that collaborative relationship. The terms of the CY 2023 request are listed below.

1. LGHN will support MissionSquare Retirement in the following ways:

- Promote MissionSquare Retirement as an LGHN Founding Sponsor and highlight its ongoing support of member activities on the website, as well as regional and national events.
- Enhance access and offer introductions to LGHN members to MissionSquare Retirement through member activities and services such as chapter events, LGHN conferences and regional workshops, activities of LGHN local chapters, the LGHN Annual Membership meeting, and LGHN educational activities such as social media, other printed materials, and webinars.
- Board and member endorsements for MissionSquare Retirement.
- Identify and coordinate meetings between MissionSquare Retirement and LGHN member jurisdictions to promote savings and wealth creation among Hispanics/Latinos working in local government by introducing and promoting the MissionSquare Retirement programs among the LGHN membership.
- Create and maintain a MissionSquare Retirement liaison seat on the LGHN Board of Directors.
- Invite and include MissionSquare Retirement staff members to serve on LGHN committees.
- Continue to provide LGHN members to serve on MissionSquare Retirement committees.
- Assist with the development of MissionSquare Retirement bilingual marketing materials.



- Invite MissionSquare Retirement to present MissionSquare retirement programs and provide complimentary registrations to participate in LGHN events including
 - Annual Awards Dinner at the ICMA conference
 - Biennial conference
 - Annual Membership Meeting and
 - Other events sponsored by LGHN.
- In addition to complimentary registrations, LGHN will invite MissionSquare Retirement to serve on the conference planning committee, provide complimentary exhibit space, complimentary advertising in the conference program and recognition as the primary conference sponsor. *In addition, LGHN will display the MissionSquare Retirement banner at the biennial conference registration area and at major keynote sessions and invite MissionSquare Retirement to present at the conference.*

2. MissionSquare Retirement will assist LGHN by:

- Being an ambassador of LGHN by reaching out and promoting LGHN to other local governments.
- Promoting LGHN to its local government clients with Hispanic/Latino local government managers and to its local government clients who serve Hispanic/Latino populations.
- Identifying potential sponsors for LGHN and make any necessary introductions.
- Inviting LGHN to participate in regional/national MissionSquare Retirement events to increase our visibility for the purpose of membership development.
- Serving on the LGHN Board of Directors in a liaison seat.
- Identifying MissionSquare Retirement staff to serve on LGHN committees.

Attachments:

- 501(c) (3) letter of determination of nonprofit status from the Internal Revenue Service (IRS)
- List of current Board of Directors



Advancing Excellence and Inclusiveness in Local Government

Local Government Hispanic Network BYLAWS

Update: ~~August 2021~~ November 3, 2022

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ARTICLE I: NAME, PURPOSE AND OBJECTIVES

Section 1. Name

The organization chartered as the National Hispanic Network of Local Government Administrators shall also be known as the Local Government Hispanic Network... "an association of Hispanics and Latinos dedicated to local government management and/or dedicated to communities with significant Hispanic/Latino populations" hereinafter referred to as the "Network or LGHN."

Section 2. Purpose and Objectives

The purpose of this association is to encourage professional excellence among Hispanic/Latino local government administrators and those local government officials working in communities with significant Hispanic/Latino populations, to improve the management of local government, to provide unique resources to Hispanic/Latino local government executives and public managers, and to advance the goals of professional, effective and ethical local government administration.

The objectives of the Network will be: ~~[add objective for DEI]~~

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- a. Assisting communities to enhance the quality of life of Hispanic/Latino populations.
- b. Increasing Hispanic/Latino participation in local governance by improving their access to local governments.
- c. Promoting the local government profession within the Hispanic/Latino community.
- d. Sharing knowledge, information, and experience among the members of the Network.
- e. Encouraging continued education and training in local government administration.
- f. Developing and maintaining professional associations with organizations such as the International City/County Management Association in order to assist

the Network and those organizations achieve their common goals and objectives.

- g. Soliciting and receiving funds from the private sector, foundations or federal, state and local governments to promote and implement the Network's general goals and objectives.
- h. Forming strategic alliances (formal and informal) with other Hispanic/Latino professional organizations, and corporate and foundation partners, as well as actively developing and maintaining a professional association with other organizations that share similar goals and objectives such as the National Forum for Black Public Administrators.

ARTICLE II: MEMBERSHIP AND DUES

Section 1. Categories of Membership

The Network shall consist of three categories of membership: Full Members, ~~and~~ Associate Members and Corporate Members. All members are required, as a condition of membership, to subscribe to the goals and objectives of the Network, meet any qualifications adopted by the Board of Directors, and help promote the Network's overall goals and objectives.

Section 2. Full Members

- a. Individual Membership. All active and retired local government professionals are eligible to become members of the Network.
- b. Large Local Government Membership. All local governments, special districts, authorities, councils of government, state/provincial associations of local governments or **local government-related** nonprofits ~~that~~^{who} work directly with local government jurisdictions supporting/augmenting local government programs with more than 1,000 employees are eligible to become members of LGHN. Each Large Local Government Membership may designate up to fifteen (15) Individual Full Members, with a discount for additional members.
- c. Small Local Government Membership. All local governments, special districts, authorities, councils of government, state/provincial associations of local governments or **local government-related** nonprofits ~~that~~^{who} work directly with local government jurisdictions supporting/augmenting local government programs with less than 1,000 employees are eligible to become members of LGHN. Each Small Local Government Membership may designate up to seven (7) Individual Full Members, with a discount for additional members.
- d. Legacy Member. LGHN founding members are designated Legacy members of LGHN. The founding members are (in alphabetical order):
 - Rolando Bono
 - Alexander E. Brisefio
 - Severo Esquivel
 - George Flores
 - James Jaramillo
 - Ruben Mendoza
 - David Mora

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- Tony Ojeda
- Gavino Sotelo
- Calixto Torres
- Joel Valdez

Legacy members receive lifetime membership and do not pay membership dues.

- Emeritus Member. The Board shall appoint Emeritus Members to the Network. Emeritus members shall include an individual who is one of the founding members. Emeritus members shall be invited to serve on the Leadership Council established by the Board to advise and assist with resource development to support LGHN programs. Lifetime memberships shall be given at the discretion of the Board of Directors.
- LGHN Chapter Networks. All active members of an approved Chapter Network.

Section 3. Associate Members

- Honorary Membership. The Board shall acknowledge individuals who have committed an extraordinary effort to further the mission, objectives and goals of the Network with a non-voting honorary membership.
- Nonprofit Membership. All active and retired education professionals of schools of public administration and active and retired nonprofit professionals of local government professional associations are eligible to become members of the Network. Nonprofit professional associations include organizations
~~e. Hermanos — Local government professional members of affiliates and associations~~ such as the National ~~Forum~~ Federal of Black Public Administrators (NFBPA), the National Latino Officers Association, the National Latino Peace Officers Association; National Association of Hispanic Firefighters; and Reforma-The National Association to Promote Library and Information Services to Latinos and the Spanish Speaking; and other similar public sector advocacy and/or members associations. For groups not listed here, eligibility for LGHN membership will be determined by the LGHN Board of Directors on a case-by-case basis.

- ~~e.c.~~ Student Membership. Students at the undergraduate and graduate levels are eligible to become members of the Network. To be considered for Student Membership, a member must be a full-time student at an accredited college or university and not in a paid, full-time position. The member must be a student in public administration, public affairs, non-profit service or similar area and who intends to follow a career in public service, or any full- or part-time intern, fellow or equivalent working in public service who is not eligible or more appropriately classified in another membership category may become a member.

Section 4. Corporate Members

- Individual Corporate Membership. Private sector/for profit individuals who have an interest in working with local governments.

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- b. Small Business Membership. Businesses with ~~200-199~~ or fewer employees who have an interest in working with local governments. Each Small Business Member may designate ~~up to 5~~ employees as Individual Corporate Members of LGHN according to approved sponsor levels.
- c. Large Business Membership. Businesses with ~~more than 200~~ or more employees who have an interest in working with local governments. Each Small Business Member may designate ~~up to 10~~ employees as Individual Corporate Members of LGHN according to approved sponsor levels.

Section 5. Eligibility for Membership

The Board of Directors may specify procedures governing applications for membership and action thereon and requirements of eligibility for membership or renewal consistent with these Bylaws. The Board of Directors shall have final authority to determine the qualifications and eligibility of an applicant for membership and to approve or disapprove any membership of an applicant.

Section 6. Voting Rights and Office Holding

The privilege of voting is limited to Full Members, as defined in Article II, Section 2. The privilege of holding office is limited to Full Members who are actively employed as local government professionals and current in the Network membership dues. Each Full Member shall be entitled to one (1) vote, specific to each subject properly submitted to vote, by voting procedures as set forth by the Board. Voting methods will include: in-person, electronic, and mail ballots. No proxy voting shall be permitted. The Network recognizes that members may be "in transition" for a period of time, not to exceed one year from one local government position to another. Such "in transition" status will in no way affect the membership, voting status or office holding status of an Individual member. Office holders who otherwise leave the local government profession or retire from service may serve out their term of office.

Section 7. Termination of Membership

The Executive Committee shall review all requests to consider termination of membership status and, if there is a finding that such membership status is detrimental to the best interest of the Network, the membership of a member may be terminated by a two-thirds (2/3) vote of the members of the Board of Directors present at any duly called meeting of the Board of Directors; provided that the member in question shall have had the opportunity after notice of at least thirty (30) days to show cause why membership should not be terminated as provided in this section.

Section 8. Annual Dues

The Board of Directors shall review and determine the membership dues for each member or class of membership on an annual basis. Upon application, annual dues shall be payable to the national office of the Network and annually thereafter on that date or on a date as may be determined for greater operational efficiency. The

Board of Directors shall have a separate class of dues at a higher rate that is determined by the Board of Directors on an annual basis. An addendum to the bylaws with the current dues structure approved by the Board of Directors shall be updated annually.

Section 9. Failure to Pay Annual Dues

If a member of the Network shall fail or refuse to pay annual dues within a period of ninety (90) days after the same are due and payable, the membership of such member shall then stand suspended and may be terminated without regard to the provisions of Section 6 of ~~this~~ Article II.

ARTICLE III: MEETINGS

Section 1. Authority to Call Meetings

All meetings of the Network membership and/or the Board of Directors shall be at the call of the President or a majority of the members of the Board of Directors. The venue shall be designated by the President, including electronic communications.

Section 2. Quorum

For the purpose of transacting official business, a quorum of the Board of Directors shall consist of a majority of the eligible voting members of the Board.

Section 3. Annual Meeting

The Annual Meeting of the Membership shall be held in conjunction with the Network's Annual Installation of Officers. The date and location of the Annual Meeting shall be set and approved by the Board at the first meeting of the calendar year to coincide to with a planned mid-year event. Notice of such meeting shall be provided at least thirty (30) days in advance of such meeting.

Section 4. Meetings of the Board of Directors

The Board of Directors shall meet at least two (2) times each year at a time, the manner, and venue designated by the President.

Section 5. Executive Sessions of Board of Directors

All executive sessions of the Board of Directors shall be closed to anyone who is not a member of the Board of Directors, unless otherwise requested by a majority of the Board of Directors.

Section 6. Special Meetings of the Board of Directors

Special meetings of the Network may be held at such times and places as may be determined by the Board of Directors. Special meetings of the Board of Directors

may be called at any time by the President or a majority of the members of the Board of Directors. Written notice (including electronic notification) of the time, place, and purpose of such meeting shall be communicated, at least three (3) days prior to the date of the special meeting of the Board of Directors, to each member entitled to vote at such meeting. In the absence of any objection, the presiding officer may vary the order of business or add thereto at his/her discretion.

Any meeting of the Board of Directors or the Executive Committee of the Board of Directors may be held by telephone and action may be taken electronically. Such meetings may be called upon notification by the President, or by a majority of the Board of Directors, by written notice of the date, time, place, and purpose of such meeting, and shall be mailed or emailed to each member entitled to vote at such meeting, at least three (3) days prior to the date of the special meeting of the Board of Directors. In the absence of any objection, at the presiding officer's discretion, the order of business may vary or be added thereto.

Section 7. Order of Business

Procedures followed at annual or special meetings shall be in accordance with the Robert's Rules of Order when not inconsistent with the constitution, Bylaws or rules of the Network.

ARTICLE IV: OFFICERS AND DUTIES

Section 1. Board of Directors

The Network shall be governed by a fifteen (15) member Board of Directors that shall consist of the President, President-Elect, the Immediate Past-President, and Vice President for Membership, Vice President for Professional Development, Vice President for Career Advancement, eight (8) At-Large Directors, and one Past ICMA Board Member by appointment of the President. The Board may appoint ex officio members as advisors to the Board of Directors. Nominations to the executive committee positions as defined in Section 3 shall be by a person serving on the board of directors. Should no current board member(s) be able or willing to fill an executive board vacancy, the nominations committee shall be appointed and convened to request nominations from the membership for the vacant position(s).

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Section 2. Duties of Board of Directors

- a. Sets overall policy direction for the Network. Shall be empowered to decide upon all questions that may arise during the interval between meetings of the membership for the Network, except as otherwise provided in the Bylaws.
- b. Shall be responsible for developing and approving revisions to rules and Bylaws subject to objection by the membership as provided in Article VII, Section 1.
- c. Shall approve the annual plan and budget as developed and submitted by the President. As part of the budget process, shall set membership dues. The

Board shall also provide on-going guidance to assure the successful fulfillment of the Network's goals and objectives.

- d. Demonstrates a strong commitment in work pertaining to the Network through a number of activities, such as but not limited to: attending and being fully prepared to participate in board meetings, leading and/or contributing in subcommittee work, and assisting in fundraising efforts.
- e. Works in cooperation with Board members and Network members to support and foster the larger organizational strategic mission.

Section 3. Executive Committee

The President, President-Elect, Immediate Past-President, Vice President for Membership, Vice President for Professional Development, and Vice President for Career Advancement shall constitute the Executive Committee of the Network.

Section 4. Duties of Executive Committee

- a. Publicly represents positions of the Network and shall be empowered to determine positions of the Network on issues requiring timely responses.
- b. Communicates and interprets policy.
- c. Acts on behalf of the Network Board on issues of an emergency nature.
- d. Implements the Network annual strategic plan as developed and approved by the Board of Directors.
- e. A majority of the Executive Committee shall constitute a quorum.

Section 5. Officers and Duties of Officers

President

- a. Presides at all meetings of the Network, and serves as Chairperson of the Board of Directors and Executive Committee.
- b. Appoints members to committees, task forces, affiliates, or other bodies as necessary. Appoints ex-officio members as deemed necessary.
- c. Assists in developing the draft annual budget to accomplish objectives for the Network, which are considered, modified, and approved by the Board of Directors.
- d. Performs other duties usually incumbent upon that officer.
- e. Serves as a link between other members on matters of policy.
- f. Serves as member ex-officio of all committees.
- g. Appoints one (1) past ICMA Board member to serve on the Board of Directors.

President-Elect

- a. Exercises Presidential functions if the President is absent or unable to serve.
- b. Develops and maintains a professional association with Affiliated Groups and Partners in order to assist the Network to achieve its overall goals and objectives.

- c. Fulfills other duties as may be delegated by the President.
- d. Acts as the Secretary-Treasurer of the Network of the organization, and provides an annual budget to the Board of Directors. Ensures development and Board review of financial policies and procedures.

Vice President for Membership

- a. Develops annual strategy for membership development.
- b. Assists with membership efforts in the regions with the assistance of the regional chapters and local representatives.
- c. Assists with communication to Network chapters and promotes chapter and affiliate development in all regions to increase LGHN membership.
- d. Monitors efforts to achieve membership goals set by the Board of Directors.

Vice President for Professional Development

- a. Coordinates and provides support to local members in the development of regional seminars/meetings and national conferences.
- b. Coordinates the development of professional training and development programs to support the LGHN Madrinas and Padrinos program.
- c. Coordinates the development of webinars for career development and community best practices.
- d. Assists in program development for funding sources to support LGHN events.
- e. Develops annual strategy for program development.

Vice President for Career Advancement

- a. Responsible for all matters related to members' pursuit of career advancement
- b. **Develop and maintain the Madrinas y Padrinos coaching program.**
- ~~b.~~ c. Develops programs to connect executive search firms with LGHN members interested in career advancement.
- ~~c.~~ d. Develops annual marketing plan to promote member career advancement with executive search firms.
- ~~d.~~ e. Develops programs for user at regional seminars/meetings, conferences, webinars, etc. to train LGHN members on interview and resume trends.
- e. f. Partners with Vice President for Professional Development to develop professional training to support career development.

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At-Large Directors

- a. Communicates and promotes the objectives of the Network.
- b. Promotes networking among Hispanic/Latino local government officials and those local government officials working in communities with significant Hispanic/Latino populations.
- c. Actively participates in Network events and activities.
- d. **Represent Assists with membership outreach in the states with the most Network membership and potential membership.**
- e. **Actively p**Participates in established and special committees.

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Past ICMA Board Member

- a. Member of the LGHN.
- b. Must have served in a Board capacity with ICMA.
- c. The President will fill this position upon appointment.

Immediate Past President

- a. Serves on the Nominations Committee.
- b. Serves on the Fund Development Committee.
- c. Provides organizational continuity with past operations and programs.
- d. Fulfills other duties that may be assigned.

ARTICLE V: NOMINATIONS AND ELECTIONS

Section 1. Composition, Ratification and Terms of Office of Board Members

The officers of the Network shall be a President, President-Elect, Immediate Past-President, Vice President for Membership, Vice President for Professional Development, Vice President for Career Advancement, eight (8) At-Large Directors, and one (1) Past ICMA Board Member.

The election of the President-Elect shall occur in even numbered years and be ratified at the Annual Meeting of the Membership following the election for a President-Elect. The President-Elect shall serve a two-year term and automatically succeed as President, and shall serve a two-year term as President, or as otherwise provided for in Article V, Section 7.

The outgoing President shall automatically succeed as Immediate Past President, and shall serve a two year term as Immediate Past President.

The election of the Vice President for Membership, Vice President for Professional Development, and the Vice President for Career Advancement shall each be ratified at the Annual Meeting of the Membership and each shall serve a two-year term. The Vice President for Membership shall be elected in even numbered years and the Vice President for Professional Development and Vice President for Career Advancement shall be elected in odd numbered years. Each position may be nominated to serve additional two-year terms.

The election of the eight (8) At-Large Directors shall be ratified at the Annual Meeting of the Membership. The At-Large Directors shall serve a term of two years. Four (4) At-Large Directors shall be elected in odd numbered years and four (4) At-Large Directors shall be elected in even numbered years. At-Large Directors may be nominated to serve additional two-year terms.

The Past ICMA Board Member shall be appointed by the President at the Annual Meeting of the Membership.

Section 2. Tenure of Officers and Effective Date of Terms

All officers will be appointed for two-year terms. Officers may be appointed to serve multiple terms.

A vacancy in any elective office may be filled as prescribed in Article V, Section 7 for the balance of the term thereof through election by the Board of Directors at any meeting.

The term of office of each elective officer shall begin at the annual meeting following the election, and shall serve for the office's designated term and until the elective officer's successor is duly elected and ratified as provided for in Article V, Section 3.

Section 3. Elections-

Prior to each Annual Meeting of the Membership, the Network shall elect the officers who meet the requirements contained in Section 5 of Article II. Any candidate receiving the highest number of all votes cast for any office shall be declared elected.

Section 4. Nominations-

Nominations for the elected officers of the Network shall be made by a Nominating Committee appointed by the President with the consent of the Board of Directors. The Chair of the Nominating Committee shall be the Immediate Past President. If the Immediate Past President is unwilling or unable to serve, the President may appoint a past board member to serve as chair of the committee. The President may delegate responsibility for committee appointments to the committee chair. The Nominating Committee shall be responsible for initiating a nomination and election process prior to the Annual Meeting of the Membership, and preparing and submitting a slate of officers to the Board of Directors for ratification at the Annual Meeting of the Membership. Nominations may be submitted at any time during the year in accordance with the process established by the Nominating Committee.

Section 5. Duties of the Nominating Committee

The Nominating Committee shall invite all Network members to submit recommendations of personal interest for nominations accompanied by a minimum of two (2) references and inform them that names may be placed in nomination by the Nominating Committee following review of qualifications and references. The Nominating Committee shall establish a schedule for receiving nominations to be submitted to the Board of Directors for approval. The schedule shall be publicized to the membership and allow for a minimum of thirty (30) days to submit recommendations or letters of interest. The Nominating Committee shall be responsible for conducting the election and counting the ballots.

Section 6. Ballots-

The Nominating Committee shall provide a ballot including the candidates for each office together with biographical information on each candidate to each Full Member. The ballot shall be provided not less than thirty (30) calendar days prior to the Annual Meeting of the Membership. Space shall be provided on the ballot for writing in the names of additional candidates. The ballot shall specify the deadline date for submitting the ballot to be counted in the election, but in no case shall that deadline be set less than fifteen (15) calendar days after the distribution of the ballots.

Section 7. Vacancies-

Executive Committee Vacancies. Except as otherwise may be provided in this section, vacancies of officers (Executive Committee) shall be filled by the Board of Directors to complete the unexpired terms of said officers. Vacancies for any Executive Board position(s) shall be filled through the order of succession as follows: the President-Elect, the Vice President for Membership, followed by the Vice President for Professional Development and Vice President for Career Advancement. Should the person in the line of succession be unable or unwilling to serve, the Board may appoint an At-Large Director. Should no current Board Member(s) be nominated to fill an Executive Board vacancy-then the Nominations Committee shall be convened to request nominations from the membership for the vacant position(s). The appointment shall be submitted for approval at the next scheduled election. At-Large Director Vacancies: Except as otherwise may be provided in this section, vacancies of At-Large Directors shall be filled by the Board of Directors. The Nominations Committee shall be convened to request nominations from the membership for the vacant position(s). The appointment shall be submitted for approval at the next scheduled election.

Section 8. Resignation-

Any member of the Board of Directors may resign at any time by giving written notice to the President of the Board of Directors, with copies to the Network's national office. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the Board of Directors.

Section 9. Termination

The Executive Committee shall review all requests to consider termination of office of a member of the LGHN Board of Directors. Board Members are expected to attend a minimum of nine (9) of twelve (12) meetings in a calendar year. Any member of the Board of Directors may be terminated after three (3) unexcused absences from duly called meetings of the Board of Directors or if there is a finding of conflict of interest or issues related to professional conduct. An unexcused absence is defined as failure to notify the President or Executive Director of inability to attend prior to the scheduled meeting. The Executive Committee shall make this determination for termination based on a majority vote of the Executive Committee, and shall have final authority for this decision.

ARTICLE VI: DIVERSITY, EQUITY AND INCLUSION

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ARTICLE VI: CHAPTERS, LEADERSHIP COUNCIL & SPECIAL COMMITTEES

Section 1. Chapters

The Network recognizes the value of the desire to form chapters of members and/or interested parties. The Board shall specify a process for affiliating with chapters under guidance of the Vice President for Membership. A model chapter affiliation agreement shall be maintained by the Vice President for Membership. All agreements shall be brought forth to the Board of Directors for adoption.

Section 2. Leadership Council

The Leadership Council is hereby established and will consist of Emeritus members, past presidents, retired local government managers and professionals whose primary responsibilities will be to advise the Board on matters related to visioning, strategic planning, program development, and/or resource development as directed by the President of the Board of Directors. The President will make appointments to the Leadership Council with the consent of the Board of Directors.

Section 3. Appointment of Special Committees

The President may appoint such special committees as may be necessary for the proper transactions of the business of the Network.

Section 4. Quorum

A majority of each committee shall constitute a quorum thereof and any question may be decided by a majority of those in attendance.

ARTICLE VII: AMENDMENTS

Section 1. Amendment of Bylaws

Except as may otherwise be provided in these Bylaws, the Bylaws may be amended by a two-thirds (2/3) vote of the Board of Directors. Amendments, if approved, shall become effective immediately following a thirty-day (30-day) notice to the membership, providing no objections are submitted. If objections are submitted, the Board of Directors shall discuss the issue with the objecting party(ies) and either modify and resubmit the amendment to the membership or make a determination that the amendment is in the best interest of the Network. Members shall be notified of final action as provided for in the bylaws.

Section 2. Proposed Amendments

Proposed amendments may be initiated either by petition signed by fifteen (15) Full Members or by the Executive Board of Directors. A Bylaws amendment submitted by a valid petition shall be submitted for approval as provided in Article VII, Section 1.

| ARTICLE ~~VIII~~X: NOTICES

Section 1. Required Notice

Whenever official notice is required to be given to the membership, unless otherwise specified, such notice shall be deemed as sent when sent by Network staff or officer of the Network-to the latest known address (mail or email) of the person to be notified. In addition, the inclusion of a notice of a meeting of the Network in the official publication or posted on the Network website, and emailed to all members in good standing, shall constitute sufficient notice.

From: [Jeff Towery, ICMA President](#)
To: [Christine Butterfield](#)
Subject: 2022-23 ICMA Regional Nominating Committees & Regional Vice President Candidates
Date: Wednesday, October 12, 2022 9:08:38 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

From the Desk of the ICMA President

View this email [in your browser](#).

ICMA executive board



To: Presidents of the U.S. State Associations, The League of Women in Government (League), Local Government Hispanic Network (LGHN), National Association of County Administrators (NACA), and National Forum for Black Public Administrators (NFBPA)

Re: 2022-2023 Nominations & Election Process for ICMA Executive Board Service

Dear Colleagues,

On behalf of the ICMA Executive Board, I look forward to working with you during this year's regional nominations and annual election process to identify the best qualified individuals to serve on ICMA's Executive Board.

Key Dates for Your Associations

- **October 18, 2022:** Call for candidate nominations opens. Members eligible to serve the 2023-2026 term in their region have been notified of their eligibility and invited to apply for ICMA Executive Board service via email.
- **December 2, 2022: Deadline to confirm your association's representative to a regional nominating committee. Please submit the individual's full name and contact information to icmanominations@icma.org with a copy to your region's Regional Director.**
- **January 13, 2023: Deadline for candidates to submit their materials to icmanominations@icma.org.**
- **March-April 2023:** Regional Nominating Committees convene virtually to interview candidates from each region (3-4 hours). One hour orientation meetings for committee members will be held in advance of the interviews and committee members will be provided with candidate materials.
- **May 2, 2023:** Election ballot opens.
- **June 2, 2023:** Election ballot closes.

Confirm Your Association's Appointment to a Regional Nominating Committee

In your role as president of your association, I invite you to serve or to appoint your association's designee by **December 2, 2022**.

In order to serve on a regional nominating committee, individuals must be ICMA Corporate (voting) members in good standing who are currently working in service to a local

government. The five U.S. Regional Nominating Committees (Midwest, Mountain Plains, Northeast, Southeast, West Coast) are each responsible for interviewing and selecting one candidate to appear as the region's recommended nominee for Regional Vice President on ICMA's annual election ballot.

- State association presidents are asked to serve or to appoint one state association representative to their region's nominating committee meeting the criteria stated above.
- The League, LGHN, NACA, and NFBPA are asked to appoint one representative for each of the five regional nominating committees (that resides in the region of the committee they are appointed to) meeting the criteria stated above.

ICMA encourages your associations to also consider identifying an alternative/"back-up" person to serve on a regional nominating committee in the event your appointee cannot attend the virtual candidate interviews held March-April 2023.

Identify Candidates to Serve the 2023-2026 Board Term

Your associations have the important responsibility of identifying and developing the best qualified candidates for each Regional Nominating Committee's consideration by the application deadline of **January 13, 2023**.

ICMA serves as a resource to you and your association's members interested in the board service opportunity and provides staffing to help administer a uniform process across all six regions.

[View a Summary of 2022-23 Eligibility by Region](#)

Candidate Submission Materials for 2023

Candidates must submit the following items to icmanominations@icma.org by **January 13, 2023**, in order to be considered by a Regional Nominating Committee. All items must be emailed in a single PDF packet/attachment and late materials will not be accepted.:

1. A statement of your qualifications for board service and your view of the issues facing ICMA. Two-page limit.
2. Current Resume
3. A list of any contributions you have made to ICMA and state/affiliate organizations, such as service on a committee, board, etc.
4. Thoughtful letters of support from members or letters of endorsement from state or affiliate

associations that can aid the Regional Nominating Committee in understanding your qualities, achievements, and potential contributions to the Board (*Optional, but recommended*).

5. Petition signed by 15 ICMA Corporate members (*Optional*).

Plan for the Future

Please review the geographical protocol contained in your [region's nominating agreement](#) which outlines the state and position type rotations for each year. The rotation of states and position types eligible to compete is unique to each region and it changes every year. State association leadership developed these customized regional requirements and selection criteria during the transition to a *regional* nominations process in an effort to enable representational balance in the regions. **The rotations outlined in the [regional nominating agreements](#) also exist to help your associations plan, identify, and develop candidates for future years.**

Eligibility and the regional nominations and election process for Regional Vice Presidents are governed by the ICMA Constitution, Executive Board Guidelines and [Regional Nominating Agreements](#).

[Access Regional Nominating Agreements](#)

Reach Out at Any Time

ICMA encourages eligible members interested in applying to serve on the ICMA Executive Board to connect with your associations, current or former ICMA board members, ICMA regional directors, and to visit [ICMA's website](#) for detailed information on this process, the board service commitment, and additional resources. Please let us know how we can assist your associations throughout this process.

On behalf of the ICMA Executive Board, I thank you for our ongoing partnerships and joint commitment to help develop, identify and select ICMA's future Regional Vice Presidents for the benefit of our peers and our profession.

If I can be of assistance to you, please reach out to me at Jeff.Towery@mcminnvilleoregon.gov.



Jeff Towery

ICMA President, 2022-2023

CC: ICMA Executive Board; ICMA Executive Director; Executive Directors for The League, LGHN, NACA, NFBPA; State Association Secretariats; ICMA Chief of Staff, Director of Membership Services and Ethics, Regional Directors

[Access Regional Nominations Information](#)



ICMA - International City/County Management
Association

777 North Capitol Street, NE Suite 500
Washington, DC 20002-4201
(202) 962-3680



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LGHN Talking Points at ICMA Committee Work Plan and Updates Board of Director’s Meeting November 2022

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
|--|---|---|
| <p>A. Executive Committee Chair - Raymond Gonzales – <i>Staff support from Christine</i></p> <ol style="list-style-type: none"> 1. LGHN values and process to confirm alignment by third-party contractors 2. Explore partnerships with other organizations and build relationships 3. Better define relationships with and opportunities for participating in programs offered by LGHN affiliates (NFBPA, I-NAPA, NACA, GFOA). 4. Create a master calendar of affiliate activities. 5. Review terms of ICMA affiliate agreement and establish expectations of ICMA 6. Set time and develop agenda for leadership meeting with ICMA 7. Update Board commitment forms 8. Recommendations for <i>emerging leaders award</i> <ul style="list-style-type: none"> • Regular meeting: As needed basis | <ul style="list-style-type: none"> • Review and update values and mission statement (at the fall 2022 Board retreat) • Better define LGHN relationship with affiliates and invite the presidents of each organization and establish a regular meeting to catalyze collaborative efforts (Bob, Ray, and Ramiro) • Create a plan including key messages to meet with ICMA leaders spring 2022 and at the conference 9/17-22/22 • Collaborate with ICMA to create master calendar • Victor will work with the ICMA Board regarding commitments to LGHN • Review the Board commitments 2/22 meeting | <ul style="list-style-type: none"> • N/A |

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
|---|-------------------------|---|
| <p>B. Professional Development Committee Chair - Ramiro Inguanzo – <i>Staff support from Christine</i></p> <ol style="list-style-type: none"> 1. Negotiate new training programs with SGR 2. Identify topics for 2022 webinars 3. Reach out to LGHN chapters to assist with regional in-person training and networking sessions 4. Identify affiliate events that will include LGHN sponsored sessions <ul style="list-style-type: none"> • Regular meeting time: Third Tuesday of every month at 9 am PT i. PDC Conference Planning Subcommittee. Finalize 2023 LGHN Conference location, dates and recruit a “host” committee. Review conference planning responsibilities and establish working schedule for the planning process. Recruit LGHN members to assist and serve on the conference planning committee. Identify potential sponsors for 2023 conference. Regular meeting time: April 28, 2022 | | <ol style="list-style-type: none"> 1. Webinars planned for 11/17 and December/January 2. ICMA 2023 session proposals under development. See attachment for topics and please submit potential presenters. 3. Biennial Conference - Orlando, FL, and span 11/1/23 – 11/4/23. Fund raising underway. (Wednesday through Saturday) <ul style="list-style-type: none"> <u>Themes</u> Connect, collaborate, ...succeed! <u>Tracks and Sessions</u> Expanding borders Smash the “glass ceiling” Leadership lessons and ethics Regionalism best practices Identity issues and related topics International session – one concurrent in each time block IBTS AECOM Grow your community culture Community engagement Civility and crucial community conversations (ethics) What’s stopping YOU? Cultivating your organization’s talent: succession planning Promote Hispanic Heritage in your community and organization Building community inclusivity When diversity is under attack, what’s next? Discuss and present LGHN’s DEI policy and explore how communities are navigating state law compliance |

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
|--|--|--|
| | | <p>TBD</p> <p>Innovate and reinvent!</p> <p>Sustainability IBTS, AECOM (transport drones) Affordable housing – new approaches (LIFT/purpose-built communities in Orlando – <i>site visit</i>) SMART cities (panel) Personal professional development and innovating/reinventing ourselves – encore opportunities ASU/ICMA/NFBPA</p> <p>Sponsors/contacts identified</p> <p>Sponsor brochure in development; outreach to being in late Nov/Dec.</p> |
| <p>C. Career Development Committee Chair (and Vice President for Career Development) – Gricelda Estrada – <i>Staff support from Christine</i></p> <ol style="list-style-type: none"> 1. Kick off revised Madrinas y Padrinos coaching program. Upcoming check-ins March 1, May 24, and celebration this summer 2. Create strategy for youth/student engagement 3. Outreach to executive search firms for assistance with interview skills, resume writing, etc. 4. Foster university partnerships (John J College, NY; Maxwell School; ICMA Fellows; University of San Francisco and Monica Hudson) 5. Engage more Board members to serve as mentors | <ul style="list-style-type: none"> • Successful launch of new structured mentorship program. More about program results summer 2022. Likely grow the toolbox to support the program. • Consider offering professional assessment tools through the Madrinas y Padrinos program (and Matt, Noel, Victor, and Carlos volunteered to assist) • Create similar structured program for youth through 2022. Set up meeting with youth and universities to build a pipeline of new professionals | <ol style="list-style-type: none"> 1. Survey sent to participants the week of 8/29. Results available in November 2022. 2. Program kickoff January 2023 |

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
|--|---|--|
| <ul style="list-style-type: none"> Regular meeting time: Every other week September through June | | |
| <p>D. Membership Committee Chair and Vice Chair – Bob Harrison and Marcus Steele – Staff support from Karen</p> <ol style="list-style-type: none"> Kick off joint membership drive with ICMA <ol style="list-style-type: none"> Target membership outreach to Hispanic City managers Target membership outreach to state associations to establish partnerships Track membership growth and report regularly to the LGHN board Work with NACA to increase County membership Pursue new regional chapters and set priorities for 2022 (See tools on the LGHN website.) <ul style="list-style-type: none"> Regular meeting time: Second Friday of the month at 8:30 am PT <ol style="list-style-type: none"> Chapters Advisory Subcommittee Chair – Marcus Steele. Establish advisory committee in conjunction with LGHN chapter representatives. Develop plan to engage chapters on an ongoing basis. Create a chapter recognition program. Regular meeting time: Quarterly on the third Friday at 8:30 am PT | <ul style="list-style-type: none"> Working with ICMA on joint membership drive to recruit new members to LGHN Collaborating with local government state chapters has been an effective method to build membership (and NACA) Building regional chapters where we have advocates. Targets include Chicago, CO/NM (Matt), Washington (Bob), Florida (Raoul/Ramiro), Columbus, OH, Miami/Dade, and future conference locations, etc. Matt asked to join the committee. Each chapter should appoint a member to the Chapters Advisory Subcommittee | <p><u>Formation Completed in 2022</u></p> <ol style="list-style-type: none"> Florida Chapter: Raoul Lavin president. Kickoff event held October 20. Illinois Chapter: Kevin Bueso president. Western Michigan Chapter: In addition to Grand Rapids, members plan to increase the number of jurisdictions participating in the chapter. Jane Bias DiSessa (Lansing) assisting. First phase of expansion should be complete by end of 2022. City of Scottsdale, AZ in November <p><u>Formation Underway in 2022 and planned for 2023</u></p> <ol style="list-style-type: none"> Reforming Chapter in Central TX including San Antonio, Austin, and others. Colorado Chapter: Finalizing volunteer board. Kick-off mixer tentative in this month with first event in the spring. Adams County, CO may serve as administrative lead; also exploring CCCMA and Latino Leadership Institute. |

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
|---|--|---|
| | | <p>7. Washington Chapter: Finalizing bylaws now.</p> <p><u>Kickoff Formations Planned in 2023</u></p> <p>8. New Mexico Chapter</p> <p>9. Potential Washington, DC Metro Chapter</p> <p>10. California Chapter(s): Considering multiple chapters. First chapter to focus on NorCal in both the East Bay and South Bay.</p> |
| <p>E. Marketing and Communications Committee Co-Chairs – Samantha Tavares – Staff support from Christine and Senior Management Analyst</p> <ol style="list-style-type: none"> 1. Develop/improve social media plan 2. Develop communications and marketing strategy and branding 3. Assist with organizing posted/recorded webinars and training sessions. 4. Social media tracking (Latino leadership institute offers a good model/Denver University) 5. Update the LGHN website <ul style="list-style-type: none"> • Regular meeting time: Fourth Thursday of the month at 10 am PT/1 pm ET | <ul style="list-style-type: none"> • Social media communications are an opportunity that we can grow • Invite members with communications skills join and lead the committee (Bob to invite mentee from City of Reno) • Include co-chair in the call for committees • Tap youth/MPA students/university partnerships for interns to assist | <ol style="list-style-type: none"> 1. Committee preparing strategic communications draft for in 2023 pending sustaining funding. 2. Survey being developed and administered spring 2023 to gather input from members about how best to communicate and share LGHN information. |
| <p>F. Scholarships and Fund Development Committee Chair - Rolando Fernandez – Staff support from Karen and Christine as needed</p> | <ul style="list-style-type: none"> • Develop a flexible fund development strategy/policy to dedicate and expend dollars to an array of LGHN activities (scholarships, operations, | <ol style="list-style-type: none"> 1. Sustaining corporate membership campaign underway August through December 2022. |

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
|---|---|---|
| <ol style="list-style-type: none"> 1. Discuss funding assistance from ICMA 2. Review LGHN value statement (focus on ROI) for potential sponsors and market DEI expertise/resources 3. Update sponsor packet with sponsorship options (options include voting membership, review affiliate practices, programming, conference presentations) 4. Develop strategy (using the LGHN financial forecast 2022-2025) for sponsor outreach 5. Establish working group of retired LGHN members to assist with the “ask” <ul style="list-style-type: none"> • Members include Frances Gonzales, Matt Rivera, Noel Bernal, Ray Gonzales, Orlando Cruz, and United Health Care Representative | <p>conference/programming, marketing/social media, etc.)</p> <ul style="list-style-type: none"> • Develop sponsor’s value statement (Noel to join) • Consider creating an endowment policy and/or benchmark • Reach out to state associations to grow the endowment/fund development/marketing (Noel – TCM, Rolando – Austin) • Board commitments include donating to the LGHN scholarship fund | <ol style="list-style-type: none"> 2. Sponsorship outreach underway for the biennial conference November 2022 through February 2023. |
| <p>G. International Committee Chair - Noel Bernal – Staff support from Karen transition to Christine summer 2022</p> <ol style="list-style-type: none"> 1. Develop structure for training programs 2. Adapt training materials from ICMA credentialing program (adapt program to meet the needs of early to mid-career development professionals) 3. Short-term: Use PowerPoint format to adapt and translate training modules | <ul style="list-style-type: none"> • Programming will kick off with Puerto Rico in partnership with ICMA • LGHN members will be surveyed to participate and must speak Spanish • April 2022 Puerto Rico Conference will include two LGHN Board members and included in 2022 budget | <ol style="list-style-type: none"> 1. International Committee to augment current staff budget and implement training. The training may include webinars, mentoring one-on-one and include training partners. 2. New collaboration discussions underway with IBTS to grow the LGHN network and shape training and development of local government professionals in Spanish speaking countries. |

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
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| <ol style="list-style-type: none"> 4. Long-term: Complete translations of the ICMA materials that were identified for Puerto Rico 5. Invite LGHN members to create case studies in line with the training structure 6. Market the training opportunities <ol style="list-style-type: none"> a. Outreach to potential trainers from LGHN membership and survey administered in 2022 (<i>must be Spanish speakers</i>) b. Market to Puerto Rican jurisdictions 7. Administer/conduct training 8. Finalize “certification” process <ul style="list-style-type: none"> • Regular meeting time: First Wednesday of the month at noon PT | | <ol style="list-style-type: none"> 3. Continuing to collaborate with ICMA international global training program as a long-term solution. However, LGHN will proceed independently now to develop programming that meets new member/chapter needs. 4. Next, reschedule standing meeting day and time to discuss strategic priorities for the committee in 2023. |
| <p>F. Nominations Committee – Chair and committee appointed by the President - Staff support from Karen and Christine</p> <ol style="list-style-type: none"> 1. Email members regarding interest in serving and recommendations – 30 days required (<i>May/June</i>) 2. Close member submittals – <i>June</i> 3. Review submittals and conduct interviews (<i>June/July</i>) 4. Board approval at the <i>July or August</i> board meeting 5. Issue ballots – 15 days minimum for voting, at least 30 days before the annual meeting (<i>August</i>) | <ul style="list-style-type: none"> • Include on the April Board meeting agenda | <p>Complete for 2022.</p> |

| LGHN Committee Work Plans for 2022 and 2023 | Board Discussion 1/8/22 | Updated 11/1/22 |
|---|-------------------------|-----------------|
| <ul style="list-style-type: none"> 6. Close ballots – typically 30 days <i>(September)</i> 7. Annual membership meeting <i>(October)</i> • Meeting times determined by bylaws and date of annual membership meeting | | |