



Advancing Excellence and Inclusiveness in Local Government
(Distributed 9/2/25)

Agenda
September 5, 2025
12:30 pm PT/3:30 pm ET

Board of Directors

Samantha Tavares

Past-President

Marcus Steele

President

Matt Rivera

President-Elect

Mario Diaz

*Vice President for
Career Advancement*

Ramiro Inguanzo

*Vice President for
Professional
Development*

Aarón Zavala

*Vice President
for Membership*

At-Large Directors:

Carlos Baía

*Past ICMA Board
Member*

Andrea Alicoate

Joe Camacho

Susana Carbajal

Alejandra Lopez

José Madrigal

Daniel Ortiz

Maria Solano

Hazel Wetherford

A. Call to Order/Roll Call/Welcome

B. APPROVAL: Consent Agenda – Receive and Approve

1. Board meeting Zoom recording link for July 11, 2025 (*included in the board meeting appointment invitation*)
2. Board Meeting Attendance Report for 2024 and 2025*
3. Financial Reports of August 2025*

C. DISCUSSION/APPROVAL:

1. Review and Accept LGHN Board Member Resignation, Maria Solano*

D. DISCUSSION:

1. Review LGHN Board Committee Chair Assignments, Appointments and Updates – **Marcus Steele**
 - a. Career Advancement Committee – **Mario Diaz**
 - i. *Post Cycle Survey Prepared and Distributed July 2025*
 - ii. *Program update planned to add mentor and mentee on-demand orientation element.*
 - b. Conference Planning Committee – **Joe Camacho and Andrea Alicoate**
 - i. *Sponsorship update and board discussion with warm handoffs*
 - c. International Committee – **Marcus Steele**
 - i. *Alex Lopez represented LGHN at Experiencia Puerto Rico on August 2025 (Also representing the ICMA Global Engagement Committee)*
 - ii. *Committee plans to return to their original concept from 2021 to develop International Leadership Certificate with Bloomberg, LLI and a college/university (ICMA no longer participating). Third webinar in the series paused by ICMA on 3/24. Meetings planned with Bloomberg, US Conference of Mayors and UN representative to Caribbean and Latin America based on August committee discussion.*
 - iii. *Standing meeting last Monday of the month.*
 - d. Membership and Chapters Meetings – **Aarón Zavala and Joe Camacho**
 - i. *SoCal chapter interest launched in June.*
 - ii. *North Texas interest meeting planned for 9/19.*
 - iii. *Staff facilitation of ILGHN and Juntos chapter board meetings completed in July. Kicking off similar engagements with PHN and Florida chapter boards.*
 - iv. *NM chapter interest meetings underway.*

Board Liaisons

Jorge Gonzalez

ICMA Liaison

Gabe Rodriguez

NACA Liaison

Dr. Philip Harris

NFBPA Liaison

Dario Gomez-Garcia

MissionSquare

Retirement Liaison

- v. *NJ chapter interest engagement planning meeting scheduled 9/3. Chapters meet every other month on third Friday at 8:30 am PT/11:30 am ET.*
 - vi. *Membership committee meets on the alternating months on the third Friday at 8:30 am.*
 - e. Professional Development – **Ramiro Inguanzo**
 - i. *See LGHN webinar and program schedule attached**
 - ii. *Meeting quarterly with affiliates and a topic of the chapters' meeting*
 - f. Sponsorship and Fund Development – **Samantha Tavares**
 - i. *Updates: Alaska Air, Denovo, etc.*
 - ii. *Meeting every other Thursday at 8:30 am PT/11:30 am ET*
 - g. Executive Committee – **Marcus Steele**
 - i. *Meeting planned shortly to preview financial policies, applicants for GFOA's CPFM two-year program, LGHN dinner program and sustaining corporate sponsorships.*
2. Discuss the Board of Directors Representation at the Following Affiliate and Chapter Events in 2025 – **Marcus Steele**
 - a. *September 19, 2025, ILGHN Chapter conference – Marcus*
 - b. *October 3, 2025, Central Texas Chapter conference – Alex and Susana*
 - c. *October 25-29, 2025, ICMA annual conference – All*
 - i. *ICMA presidents' reception October 25 – Marcus, Matt and Sam*
 - ii. *LGHN dinner October 26 - All*
 - iii. *Affiliates reception October 27 - All*
 - iv. *NFBPA breakfast October 28 – All*
 - v. *See your affiliates' sessions appointment invitations.*

E. Informational Items:

1. LGHN Board Liaison Reports
 - a. *ICMA Board and ICMA International Committee – **Jorge Gonzalez***
 - b. *MissionSquare – **Dario Garcia-Gomez***
 - c. *NACA – **Gabe Rodriguez***
2. *LGHN Legacy Leaders' Oral History Webinar TBD*
3. *LGHN's PM Magazine live 9/1/25*

F. Future Board Meeting Agenda Items

1. *Updated Affiliate Agreement with ICMA – On hold until ICMA governance project and review is complete. However, 2/21/25 ICMA staff asked to begin drafting update. Marcus and Christine met in-person with Julia Novak, ICMA CEO on June 30 to kick off the agreement update but no timeframe provided for next session.*

G. Future Meeting Dates and LGHN 2024 and 2025 Events

1. *October 3, 2025 – LGHN Board Meeting*
2. ***October 14 -17, 2025 – MMANC Conference, Monterey, CA, LGHN presenting encore NorCal resiliency.***
3. ***October 25 - 29, 2025 – ICMA Annual Conference, Tampa, FL (See your conference appointment invitations)***
4. *November 7, 2025 – LGHN Board Meeting*
5. *December 5, 2025 – LGHN Board Meeting*

6. January 9, 2026 – LGHN Board Meeting – **date change**
7. *January 2026 – SGR Servant Leadership Conference, LGHN presenting Madrinas y Padrinos Program*
8. February 6, 2026 – LGHN Board Meeting
9. March 6, 2026 – LGHN Board Meeting
10. **March 7 – 11, 2026 - NFBPA FORUM Philadelphia, PA**
11. **April 7-9, 2026 - LGHN Conference in Denver Metro/Adams County**

H. Adjournment

| Name | 1/24 | LGHN 1/17-1/19 and Board Retreat | 2/24 | 3/24 | 4/24 | 5/24 Board Workshop | 6/24 | 7/24 | 8/24 | 9/24 | ICMA Conference | 10/24 | 11/24 | 12/24 |
|---|------|--|-------------|-------------|-------------|---------------------------|-------------|------|------|------|--------------------|-------|-------|-------|
| Samantha Tavares | X | Attended | On Leave | On Leave | On Leave | On Leave | On Leave | X | X | X | - | X | X | X |
| Bob Harrison (Resigned May 3, 2024) | X | Attended | X | A | X | X | | | | | | | | |
| Raymond Gonzales (Resigned May 6, 2024) | A | A | A | A | A | | | | | | | | | |
| Ramiro Inguanzo | X | Attended | X | X | X | X | X | X | X | X | - | A | A | X |
| Gricelda Estrada (Resigned March 1, 2024) | X | A | X | X | | | | | | | | | | |
| Carlos Baia | X | Attended | X | A | | | | | | | | | | |
| Noel Bernal | X | Attended | X | X | A | A | X | X | X | A | Attended | X | A | A |
| Mariana Bojorquez | X | Professional Conflict | X | A | A | X | A | A | A | A | - | A | A | |
| Mario Diaz (Vice President and Career Advancement Chair as of June 7, 2024) | X | Attended | X | X | X | X | A | X | A | X | - | A | X | X |
| Alejandra Lopez | X | Attended | X | X | X | A | X | X | X | X | Attended | X | X | X |
| Ramiro Salazar (Resigned November 1, 2024) | X | Attended | X | A | A | A | A | A | A | A | - | A | A | |
| Marcus Steele (President-Elect as of June 7, 2024) | X | Attended | X | X | X | X | X | X | X | X | Attended | X | X | X |
| Matt Rivera | X | Attended | A | X | X | X | X | X | X | X | Attended | X | X | X |
| Hazel Wetherford | X | Attended | X | X | X | X | A | X | X | X | Attended | X | X | X |
| Aaron Zavala (Vice President and Membership Chair as of July 12, 2024) | X | Attended | X | X | X | X | X | X | X | X | Attended | X | X | X |
| Andrea Alicoate | | | | | | | | | | | - | A | X | A |
| Joe Camacho | | | | | | | | | | | - | X | X | X |
| Jorge Gonzalez (ICMA Board) | X | Professional Emergency | A | A | A | A | A | A | A | A | Attended | A | A | A |
| Gabriel Rodriguez (NACA Board) | X | Attended | X | X | X | A | X | X | X | X | - | A | A | X |
| Ines Guerrero/ Deanna Santana (MissionSquare) | X | Family Emergency | X | A | A | X | A | X | X | X | Attended | A | A | X |

Updated December 22, 2024

| Name | 12/22 | 1/23 | 2/23 | 3/23 | 4/23 | 5/23 | 6/23 | 7/23 | 8/23 | 9/23 | ICMA 10/1-10/4 | 10/23 | 11/23 | 12/23 | 1/24 | LGHN 1/17-1/19 and Board Retreat | 2/24 |
|---|-------|------|------|------|------|------|------|------|------|------|-------------------|---------------------------------------|----------------------------------|-------|------|---|----------|
| Samantha Tavares | A | X | X | X | A | X | X | X | X | X | Attended | X | X | X | X | Attended | On Leave |
| Bob Harrison | X | X | X | A | X | X | X | X | X | X | Attended | X | X | X | X | Attended | X |
| Raymond Gonzales | A | A | A | A | A | A | A | A | A | A | - | A | A | A | A | A | X |
| Ramiro Inguanzo | A | A | X | A | X | A | X | X | A | X | - | X | X | X | X | Attended | X |
| Gricelda Estrada | A | A | A | X | X | X | A | X | A | A | - | X | A | A | X | A | X |
| Carlos Baia | X | X | X | X | X | X | X | X | X | X | Attended | X | X | X | X | Attended | X |
| Raoul Lavin Through October | A | X | X | A | X | X | X | A | X | X | Attended | X | Incoming Mario Diaz X | X | X | Attended | X |
| Noel Bernal | X | X | X | X | A | A | A | A | X | X | Attended | X | A | X | X | Attended | X |
| Mariana Bojorquez | X | X | A | X | A | X | A | A | X | X | - | A | A | A | X | Professional Conflict | X |
| Alejandra Lopez | X | X | X | X | A | X | X | X | X | X | Attended | X | A | X | X | Attended | X |
| Ramón Pérez- Goizueta Through October | A | A | X | X | A | A | X | A | A | A | - | A | Incoming Aaron Zavala X | X | X | Attended | X |
| Ramiro Salazar | A | X | X | A | A | X | X | A | X | X | Attended | A | X | A | X | Attended | X |
| Marcus Steele | A | X | X | X | A | X | X | X | X | X | Attended | X | X | X | X | Attended | X |
| Matt Rivera | A | X | A | X | X | X | X | X | A | X | Attended | X | X | X | X | Attended | A |
| Hazel Wetherford | X | A | X | X | A | X | X | X | X | X | Attended | X | X | X | X | Attended | X |
| Victor Cardenas Through September (ICMA Board) | A | X | X | X | A | X | A | X | X | X | Attended | Incom ing Jorge Gonza lez | X | A | X | Professional Emergency | A |
| Gabriel Rodriguez (NACA Board) | X | X | A | A | A | X | X | X | A | X | Attended | A | A | X | X | Attended | X |
| Ines Guerrero/ Deanna Santana (MissionSquare) | A | X | A | X | A | X | X | X | X | X | Attended | X | Incoming Deanna Santana | A | X | Family Emergency | X |

Local Government Hispanic Network

Budget vs. Actuals: Budget_FY25_P&L_1 - FY25 P&L Classes

January - December 2025

| | TOTAL | |
|--|---------------------|---------------------|
| | ACTUAL | BUDGET |
| Income | | |
| 43400 Direct Public Support | | |
| 43450 Individual Support | 100.00 | |
| 43455 Corporate Support | 70,000.00 | 55,000.00 |
| 43457 Scholarship | 500.00 | 3,250.00 |
| Total 43400 Direct Public Support | 70,600.00 | 58,250.00 |
| 46400 Other Types of Income | | |
| 46410 Advertising Sales | 82,260.00 | 165,000.00 |
| 46430 Miscellaneous Revenue | 1,000.00 | 1,800.00 |
| Total 46400 Other Types of Income | 83,260.00 | 166,800.00 |
| 47200 Program Income | | |
| 47230 Membership Dues | | |
| 47231 Local Chapters | 5,600.00 | 12,000.00 |
| 47233 Individual | 10,848.75 | 9,625.00 |
| 47234 Local Government | 10,425.00 | 14,000.00 |
| 47237 Regional Chapter Florida | 6,600.00 | 10,700.00 |
| 47239 Regional Chapter Illinois | 3,550.00 | 7,525.00 |
| 47240 Regional Chapter Central Texas | 5,700.00 | 5,700.00 |
| 47241 Regional Chapter Colorado | 16,800.00 | 12,200.00 |
| 47242 Regional Chapter Michigan | 3,000.00 | 5,200.00 |
| 47243 Regional Chapter NorCal | 4,025.00 | |
| Total 47230 Membership Dues | 66,548.75 | 76,950.00 |
| 47270 LGHN Dinner Registrations | 300.00 | 8,000.00 |
| 47271 LGHN Dinner Sponsorships | 3,500.00 | |
| Total 47200 Program Income | 70,348.75 | 84,950.00 |
| 49000 Special Events Income | | |
| 49010 Special Events Contributions | | 6,000.00 |
| Total 49000 Special Events Income | | 6,000.00 |
| Total Income | \$224,208.75 | \$316,000.00 |
| GROSS PROFIT | \$224,208.75 | \$316,000.00 |
| Expenses | | |
| 60900 Business Expenses | | |
| 60920 Business Registration Fees | 100.00 | 120.00 |
| 60960 Merchant Services Fees | 5,852.27 | 8,000.00 |
| Total 60900 Business Expenses | 5,952.27 | 8,120.00 |
| 62100 Contract Services | | |
| 62110 Accounting Fees | 1,252.00 | 1,200.00 |
| 62140 Legal Fees | 1,356.00 | |
| 62150 Outside Contract Services | 143,290.63 | 225,000.00 |
| Total 62100 Contract Services | 145,898.63 | 226,200.00 |
| 65000 Operations | | |
| 65009 Computer Software | 4,492.89 | 1,600.00 |

Local Government Hispanic Network

Budget vs. Actuals: Budget_FY25_P&L_1 - FY25 P&L Classes

January - December 2025

| | TOTAL | |
|--|---------------------|---------------------|
| | ACTUAL | BUDGET |
| 65020 Postage, Mailing Service | 1,195.38 | 1,500.00 |
| 65030 Printing and Copying | | 500.00 |
| 65040 Supplies | | 150.00 |
| 65050 Telephone, Telecommunications | 290.99 | 2,000.00 |
| 65060 Website | 6,829.42 | 12,000.00 |
| Total 65000 Operations | 12,808.68 | 17,750.00 |
| 65100 Other Types of Expenses | | |
| 65110 Advertising/Marketing Expenses | 173.05 | 4,000.00 |
| 65120 Insurance - Liability, D and O | 955.00 | 1,000.00 |
| 65140 Contributions | | 1,500.00 |
| 65160 Other Costs | -19.98 | 1,000.00 |
| 65170 Scholarships Awarded | | 2,000.00 |
| 65180 Special Events | 2,712.58 | 7,000.00 |
| 65185 Program Activities | | |
| Catering | 250.00 | 12,000.00 |
| Entertainment | | 1,500.00 |
| Other Costs | 339.02 | |
| Postage/Shipping | | 500.00 |
| Printing/Copy/Mktg | | 500.00 |
| Stipends and Speaker Fees | | 1,600.00 |
| Total 65185 Program Activities | 589.02 | 16,100.00 |
| 65190 Special Projects, Chap Support | | 5,000.00 |
| Board of Directors Retreat | | |
| Retreat | 313.35 | 1,500.00 |
| Total Board of Directors Retreat | 313.35 | 1,500.00 |
| Total 65100 Other Types of Expenses | 4,723.02 | 39,100.00 |
| 68300 Travel and Meetings | | |
| 68310 Conf, Conv, Meeting-Nat'l | | 5,000.00 |
| 68320 Meeting Travel-Reg'l | 108.16 | 1,000.00 |
| 68330 ICMA Conference Committee | | 2,400.00 |
| Total 68300 Travel and Meetings | 108.16 | 8,400.00 |
| Total Expenses | \$169,490.76 | \$299,570.00 |
| NET OPERATING INCOME | \$54,717.99 | \$16,430.00 |
| NET INCOME | \$54,717.99 | \$16,430.00 |

Local Government Hispanic Network

Account List

| ACCOUNT # | ACCOUNT | TYPE | DETAIL TYPE | DESCRIPTION | BALANCE |
|-----------|---|---------------------------|---------------------------|--|------------|
| 10000 | US Bank - checking | Bank | Checking | IHN Checking | 294,789.44 |
| | US Bank - checking:Frances Gonzalez Scholarship | Bank | Checking | | 20,333.99 |
| | US Bank - checking:Joel Valdez | Bank | Checking | | 428.03 |
| | US Bank - checking:LGHN Conference | Bank | Checking | | 0.00 |
| | US Bank - checking:Operating Cash | Bank | Checking | | 199,027.42 |
| | US Bank - checking:Operating Reserves | Bank | Checking | | 75,000.00 |
| 25001 | Florida Chapter Payable | Other Current Liabilities | Other Current Liabilities | LGHN owes to the LFLG chapter | -4,321.27 |
| 25003 | Illinois Chapter Payable | Other Current Liabilities | Other Current Liabilities | LGHN owes to the IL-LGHN chapter | -3,155.42 |
| 25004 | Colorado Chapter Payable | Other Current Liabilities | Other Current Liabilities | LGHN owes to the Juntos Colorado chapter | -6,450.00 |
| 25005 | Central TX Chapter Payable | Other Current Liabilities | Other Current Liabilities | LGHN owes to the CTX Chapter. | -3,549.32 |
| 25006 | Michigan Chapter Payable | Other Current Liabilities | Other Current Liabilities | LGHN owes to the Michigan Chapter | -1,600.00 |
| 25007 | NorCal Chapter Payable | Other Current Liabilities | Other Current Liabilities | LGHN owes to the NorCal Chapter | -1,173.81 |

8/13/25

Fellow Board Members,

I will be joining ICMA as Deputy Executive Director on September 15. I am thrilled about this opportunity and hope to continue supporting LGHN in my new capacity.

With that, I would like to formally submit my resignation to the LGHN board of directors. LGHN has been such an important part of my career development and serving on the board has been an honor.

Please stay in touch and let me know if I can help in anyway.

-Maria Solano



**LGHN 2024 through 2026 Program and Webinar Schedule
Updated 9/2/25**

| | |
|---------------------|---|
| January 2024 | <ul style="list-style-type: none"> • LGHN 2024 Conference January 17 – 19 in Mesa, AZ |
| February | <ul style="list-style-type: none"> • N/A |
| March | <ul style="list-style-type: none"> • N/A |
| April | <ul style="list-style-type: none"> • Madrinas y Padrinos: Cycle Two Wrap Up on April 8, 2024 • NFBPA Forum Conference Baltimore, MD April 4 – 6, 2025 |
| May | <ul style="list-style-type: none"> • LGHN Chapter Webinar: Central Texas Chapter on <i>May 13 from 10 am PT/1 pm ET</i> • LGHN and ICMA International Webinar Series: Session One <i>May 13 from 1 pm ET</i> |
| June | <ul style="list-style-type: none"> • GFOA Conference Orlando, FL from June 9 - 12, 2025 <ul style="list-style-type: none"> ➢ LGHN will host two sessions and staff a table at conference registration. ➢ Ramiro Inguanzo point person for LGHN and is responsible for staffing booth and session deliverables and logistics. • Affiliates' Webinar Series: <i>Staying connected apart and how to work and lead remotely: June 25, 2025, NFBPA hosting</i> |
| July | <ul style="list-style-type: none"> • LGHN Chapters Webinar: Central TX (attendees TBD) |
| August | <ul style="list-style-type: none"> • Experiencia Puerto Rico Conference, International Committee members attended August 25-28 LGHN • Affiliates' Webinar Series: <i>Leading versus managing NFBPA hosting August 29, 2024 with 99 registrants</i> |
| September | <ul style="list-style-type: none"> • Madrinas y Padrinos Third Cycle Kickoff (2024/2025) on September 19, 2024, 9 am to 1 pm PT Program Overview, DiSC Assessment and Discussion • LGHN Chapters Webinar: Illinois Chapter – Legacy Project (attendees TBD) • ICMA Conference Pittsburgh, PA (See Affiliate Sessions List Below) <ul style="list-style-type: none"> ➢ <i>LGHN Booth in Exhibit Hall from September 21 through 24</i> <i>Set up at 10:00 am Saturday</i> <i>Staffed from 4:00 to 6:00 pm Sunday</i> <i>Staffed from 10:00 to 4:00 pm Monday</i> |

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| | <p>Staffed from 10:00 to 2:00 pm Tuesday Pack up 3:00 pm Tuesday</p> <p>➤ LGHN Annual Dinner at Hofbräuhaus on September 22, 2024, from 7:00 to 10:00 pm</p> |
| October | <ul style="list-style-type: none"> • Affiliates' Webinar Series: Designing sustainable smart cities and counties NFBPA hosting TBD POSTPONED • LGHN Chapter Webinar: <i>Juntos Colorado Chapter (TBD)</i> POSTPONED |
| November | <ul style="list-style-type: none"> • <i>MMANC Conference, Santa Rosa, CA 11/6-11/8: LGHN membership development lunch and Succession Planning Best Practices session (about 125 in person attendees)</i> • LGHN and ICMA International Webinar Series: <i>Session Two, November 15 9:00 am PT (About 60 attendees)</i> • Madrinas y Padrinos Webinar and Check-in 11/21 9:30 am PT/11:00 am PT (About 48 attendees) |
| December | <ul style="list-style-type: none"> • GFOA Webinar: Enterprise Resource Planning (ERP) Systems Implementation Best Practices, December 3, 2024 9:00 am PT/Noon ET (About 40 attendees) • Affiliates Webinar Series: Social media and data privacy I-NAPA hosting TBD POSTPONED |
| January 2025 | <ul style="list-style-type: none"> • Madrinas y Padrinos Webinar and Check-in 1/16 from 9:30 am to 11:00 am PT (About 40 attendees) • LGHN Board of Directors' Retreat on <i>January 26, 2024, at the City of Mesa – Economic Development Offices</i> • LGHN 2025 Conference Mesa, AZ Convention Center <i>January 27-29 (About 220 attendees)</i> |
| February 2025 | <ul style="list-style-type: none"> • LGHN 2025 Annual Membership Meeting February 25, 2025, at 9 am PT/Noon ET (About 55 attendees and recording shared with all 3,120 friends, partners, affiliates and members) |
| March 2025 | <ul style="list-style-type: none"> • Madrinas y Padrinos Webinar and Check-in March 20, 2025, 9:30 am PT to 11:00 am |
| April | <ul style="list-style-type: none"> • GFOA Webinar: Purchasing and Procurement Best Practices April 1, 2025, 9:00 am PT/Noon ET • LGHN Chapter Webinar: California Resilience series April 3 10 am PT/Noon ET • NFBPA Conference April 9-13, 2025, San Francisco, CA (Samantha Tavares and Christine Butterfield attending) • LGHN Chapter Webinar: California Resilience series April 15, 9:30 am PT/12:30 pm ET • Juntos Colorado: April 23, 2025 8:00 am to 4:00 pm Adams County, CO |
| May | <ul style="list-style-type: none"> • LGHN Chapters Webinar: Michigan Chapter May 7 from 2 pm ET Community Engagement Best Practices • LGHN Chapter Webinar: California series May 13, 2025, 9:30 am PT/12:30 pm ET |

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|---------------------|--|
| | <ul style="list-style-type: none"> • LGHN Chapters Webinar: Mesa Chapter, May 21, 2025 - <i>Asian District a Cultural Gem in the Heart of Mesa, AZ</i> • Madrinas y Padrinos Webinar and Check-in May 22, 2025, 9:30 am PT to 11:00 am • Cigna Webinar May 22 |
| June | <ul style="list-style-type: none"> • LGHN Chapter Webinar: California Resilience series, June 3, 9:30 am PT/12:30 pm ET • Polimorphic Webinar: AI for Local Governments June 24 (75 registrants) • GFOA Conference June 29-July 3 Washington, DC (Marcus Steele presented session and LGHN booth staffed over three days during exhibit hall hours) |
| July | <ul style="list-style-type: none"> • NALEO Conference July 22-24: LGHN presenting in collaboration with GFOA, Mario Diaz to represent • Heroes Webinar July 29 from 9:00 am PT/12:00 pm ET (35 attended) |
| August | <ul style="list-style-type: none"> • LGHN Chapters Webinar: Central TX Chapter, August 18 (160 registered) • Experiencia Puerto Rico |
| September | <ul style="list-style-type: none"> • Cigna Leadership “podcast-style” webinar September 3, 2025 • Zencity Webinar September 9 from 9:00 am PT/noon ET <i>Tools to Assist Elected Official in Financial Decision Making and Budgeting</i> • Cigna Webinar: Behavior Health September 10 • IL LGHN Chapter half day conference, Northwestern University, September 19 (and White Sox Game) • GFOA Rethinking Budgeting 9/23 • Cigna Webinar: Women’s Health September 25 |
| October | <ul style="list-style-type: none"> • Central TX Chapter Conference: San Marcos, TX, October 3, 2025 • MMANC Conference October 14-17 Monterey, CA • ICMA Conference October 25-29 Tampa, FL (6 LGHN and Affiliates’ Sessions days and times forthcoming) • LGHN Dinner at ICMA, October 26 from 6:45 to 9:00 pm Columbia Restaurant (capacity capped at 175) |
| November | <ul style="list-style-type: none"> • LGHN Chapters Webinar: Juntos Colorado POSTPONED FROM September • Affiliates’ Webinar Series-NACA hosting |
| December | <ul style="list-style-type: none"> • Zencity Webinar December 4 <i>TBD</i> |
| January 2026 | <ul style="list-style-type: none"> • Servant Leadership Conference, SGR, Dallas, TX, LGHN presenting Madrinas y Padrinos Program TBD |
| February | <ul style="list-style-type: none"> • TBD |
| March | <ul style="list-style-type: none"> • NFBPA Forum, March 7-11, Philadelphia, PA |

| | |
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| April | <ul style="list-style-type: none">• LGHN Annual Conference April 7-9, Westminster, CO• April 7 GFOA Finance Bootcamp; LLI Leadership Best Practices; Davenport Conflict Resolution and Engagement Best Practices• April 8 Community/Site Tours• April 9 Seated Concurrent Sessions• April 10 Board of Directors Workshop |
|-------|--|

LGHN Chapter Webinar: FL LGHN Innovation in Local Government: Sifting from Probability Government to Possibility Government
March 20, 2025, from 12:30-1:30 ET POSTPONED



From Roots to Branches: The Local Government Hispanic Network

Local government leadership capacity-building through
the growth of LGHN chapters

BY CHRISTINE BUTTERFIELD





The Local Government Hispanic Network (LGHN) is a local government leaders’ professional association that promotes excellence in government and cultural competency of community leaders that are Hispanic, as well as those who serve Hispanic populations. LGHN currently has about 2,200 members nationwide and its international committee partners with community leaders in the Caribbean and Latin America.

Established in 1989, LGHN offers members a premier structured mentorship program, virtual webinars, networking events, leadership opportunities and in-person regional and national conferences. When someone joins a chapter, they automatically are enrolled in national membership, a unique feature of LGHN chapter membership. With below-market rate dues, LGHN collaborates closely with its affiliates and partners—including GFOA, NFBPA, NACA, MMANC, I-NAPA, and of course, ICMA—to meet its mission and scale its programs and services.



New Phase in LGHN Membership Growth Through Chapters

LGHN President Marcus Steele recently said, “The question that I hear most often from local government leaders is, ‘Why don’t we have an LGHN chapter in my state, region, or community?’ Since 2022, our membership has quadrupled. One reason is the LGHN board of directors and membership committee transitioned its chapter development strategy from community-based to statewide, and for larger states, we have focused on existing regions established by legacy associations like ICMA.”

LGHN chapters fall into four categories: legacy, growth, new, and emerging. We spoke to leaders from each category,



Marcus Steele

and these are the insights they shared about their LGHN chapter and the benefits of membership.

Legacy Chapters: Mesa Hispanic Network

When Marcus worked for the city of Mesa, Arizona,



Andrea Alicoate

the city manager at that time charged him—along with current LGHN Board Member Andrea Alicoate and a group of employees—with the responsibility of growing an LGHN chapter in Mesa. “What made the work manageable was the city manager’s and executive team’s endorsement of the chapter. They believed that employee resource groups like LGHN provided the organization with another mechanism for developing homegrown leaders. The LGHN chapter provided direct benefits to the city and augmented the organization’s staff development and mentorship programs.”



David Peña

Today, the Mesa Hispanic Network (MHN) is LGHN’s largest chapter with more than 600 members and is now eight years old. Lucy Lopez serves as chair and David Peña serves as vice-chair to MHN’s 14-member board. We spoke with them recently to hear about their journey with MHN. Both reaffirmed that the city manager’s continuous support remains critical to the success of MHN. They also shared that LGHN has been and continues to be a safe place to grow, learn, expand their skills, and build professional confidence.

With specific membership and engagement goals, Lucy and David know that what is important to members today will change in the next five years. To anticipate the needs of the chapter, MHN is focusing on building the leadership capacity of younger team members to assume board positions to sustain the culture of the association, as well as prepare their members for growth opportunities within the city.

David and Lucy know the benefits of LGHN firsthand.



Lucy Lopez

David offered that in his membership and board service journey he has grown and learned to step back, listen, and offer compassion as a leader. Lucy noted that her service with MHN taught her how to speak with and engage members of the city manager's office. She said, "We need to have staff members at the table when meeting with community members to build and sustain trust and put on display Mesa's high-quality commitment to an inclusionary climate and culture."

Lucy and David are active in other local government membership associations, but noted that their hearts are with LGHN.



Growth Chapters Juntos Colorado

LGHN's Juntos Colorado Chapter was formed in 2023, and is the fastest growing chapter in the network. The chapter is led by Joe Camacho, who had previously worked in academia but left in 2022 to join Adams County, Colorado. His membership in the chapter allowed him to meet people and grow his new professional network quickly.

Joe's advice to anyone interested in starting a chapter is to know your *why*. "LGHN is an association for any local government leader. I think this is unique to LGHN. Most associations focus on functional areas or simply executives. LGHN offers access to professional



Joe Camacho

development, opportunities to celebrate culture, and methods and events to grow their own network."

Like Marcus, Lucy and David identified and Joe also emphasized the importance of the support from his department director to maintain his membership with LGHN and now his leadership role with the Juntos Colorado chapter. "I am in a leadership position with Juntos, and it has taught me about budgeting, fundraising, board governance, and how to have difficult conversations. Without LGHN, I would not have had these learning opportunities at this point in my career."

In addition to serving as president of the Juntos Colorado Chapter, Joe is leading the host committee and duties for the LGHN 2026 annual conference, April 7-9, 2026, at the Westin Resort in Westminster, Colorado. Joe hopes to leverage the annual conference to meet the chapter's growth plans but also fine tune services and programs to retain current members.

To learn more about the conference, visit lghn.org.



New Chapters Unidos NorCal

Unidos NorCal launched in 2025, led by Ariana Adame of West Sacramento, California, who serves as its president. "Our chapter wants to be known as the change-makers in Northern California. We provide connectedness, career development, and belonging to our members."

Like LGHN's other chapter leaders, Ariana maintains memberships with several professional associations, but she believes that Unidos NorCal speaks to her "purpose-driven goal of being part of an association with members that have a shared experience that emanates belonging." She remarked, "I am part of something special."

Ariana joined LGHN two years before the chapter

started. During that period, she encountered professionals in Northern California who were seeking more support, and like MHN's focus on developing younger leaders, Ariana also saw a similar need in the region to help develop future local government leaders.

"Starting something new brings some fear of the unknown. It is challenging to make the time to lead a professional association. Additionally, given the turbulence at the federal level, it was a crucial time to be part of a greater network that reaches throughout the United States. In the first six months of our chapter's life, there is the feeling of positive energy among our board members, and it has deepened my purpose and reaffirmed my decision to lead Unidos. The investment of resources and time is worth it, along with how important it is to support other local government professionals. Now with Unidos NorCal, I have a professional home that is safe that I can go to for support!"



Ariana Adame



Emerging Chapters: Southern California and North Texas

LGHN board members and staff are currently working to stand up chapters in Southern California and North Texas. Aarón Zavala, LGHN board member and vice-president of membership, with the city of Pleasanton, California, shared that "typically, we begin the

process by holding in-person and virtual interest meetings to share LGHN's mission and benefits of membership and to field prospective member questions. After we have compiled a list of interested folks, we share tools and discuss technical support services that LGHN can offer the emerging chapter as it identifies initial members of its board. Our conversations with members in Southern California are scheduled for late summer and North Texas in early fall. LGHN's intent is to make it easy for new chapters to form, and we invest the time to position each for sustained success!"



LGHN Chapter Growth: The Ingredients for Success!

We know several key ingredients are essential to stand up a chapter. Executive endorsement is critical, as is programming that meaningfully boosts the growth and development of members and adds value to the governments that they serve. LGHN provides a safe place to network and belong. Partnerships remain important to LGHN and our chapters.

They help the association to scale services through joint learning opportunities and membership promotion and growth.

Marcus Steele offered some final thoughts. "Whether our members are Hispanic or serve communities with Hispanic populations, we know that our members are attracted to LGHN's mission of *promoting excellence in local government*. Our programs meet the needs of local government leaders wherever they are in their career journeys and wherever they sit functionally in their organization. Some associations focus on functional areas and others on

executive leadership. LGHN is an association for all!"

To learn more about membership, contact cbutterfield@lghn.org or send us a request at info@lghn.org. **PM**



CHRISTINE BUTTERFIELD is executive director of the Local Government Hispanic Network.



MANAGER EVALUATIONS GUIDE

Newly revised by the ICMA Task Force on Manager Evaluations, this guide highlights the value of a formal manager evaluation process and assists local elected officials in the design of an effective evaluation tool.

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